



2020/2021

# ANNUAL REPORT



04/01/20 - 03/31/21

WAYPOINT CENTRE FOR MENTAL HEALTH CARE

CELEBRATING WAYPOINT'S PATIENTS AND FAMILIES,  
STAFF, BOARD MEMBERS AND VOLUNTEERS

## AFTER A YEAR OF UNCERTAINTY AND CHANGE

In a year full of uncertainties, our patients and families, staff, board members and volunteers rose to the challenge under changing and difficult circumstances as a result of the global pandemic, showing compassion and care for each other.

Despite disruption to daily routines, visits and meetings being virtual, and communication often only through email and phone, we haven't lost sight of the fact that everyone is carrying us through this pandemic. We saw the innovation and dedication of our staff, and the strength of our patients and families as they faced outbreaks, isolation needs, hours of wearing masks and personal protective equipment (PPE), and often rapid changes in the matter of a day. We also saw an outpouring of appreciation and kindness from colleagues across the hospital and our community in the form of donations and gifts.

While it will be hard to ever truly recognize the full scope of dedication we have seen this past year from our physicians and staff, our thanks is heartfelt. We celebrated staff excellence with the virtual Core Value Awards, acknowledged their long service with 25, 30 and 35 year milestones, and celebrated Pride Week with the first ever Pride Flag raising at the hospital.

We miss our volunteers desperately, but we know they are cheering us on while they stay safely at home. Our Board of Directors have continued to meet virtually to help guide our hospital through these challenging times. A special thank you to our retiring board members, Catharine Bayles, Elisabeth Riley, and Cathy Backman, for their support and dedication to mental health care.

While most of their fundraising activities are on hiatus, the Waypoint Volunteer Association has still been able to financially support the hospital with generous donations. And while we can't have volunteers in the hospital, they still came out in droves to help sew isolation gowns as part of Operation Sew, adding over 650 washable isolation gowns to our PPE stock.

Whether their actions are simple and special, or grand and complex, in the hospital, in the community, on our clinical units, or behind the scenes, all of our people are truly inspiring. This is certainly a year where the very depth of our mission as a Catholic hospital committed to excellence in specialized mental health and addictions services, grounded in research and education, and our faith based values have been put to work in everything we do.

Thank you for your support and we hope you enjoy reading our 2021 Annual Report to learn more about our focus and accomplishments as we continue on the journey to meet our [Strategic Plan](#) objectives of Serve, Discover and Lead.

Carol Lambie  
President and CEO

Betty Valentine  
Board Chair

SERVE  
DISCOVER  
LEAD

# ANSWERING THE CALL

## WAYPOINT'S PANDEMIC RESPONSE

Like everyone else, we could not have predicted we would still be fighting COVID-19 more than a year after the pandemic was declared. The last year has been one of significant change at the hospital with strict infection prevention and control measures (IPAC), visitor restrictions, and shifts in how we deliver treatment and care.

For most of the last year, off-unit programming has been suspended, outpatient care has been delivered virtually, many staff have been redeployed to other duties, and others are working from home. While some services were suspended at the onset of the pandemic, our teams have worked tirelessly to develop protocols so we can provide support and resume services when it is safe to do so.

Early on, we created an isolation/admission unit for all new patients and for any experiencing COVID-19 symptoms. The team has been exemplary in being innovative to provide mental health care under strict safety precautions. When the provincial health care system started experiencing considerable pressures and limited capacity for critically ill patients, we added beds to this unit and additional isolation areas throughout the hospital to take patients and free up space at other hospitals to meet the demands as a result of COVID-19.

Working with our community partners, we answered the call to support the local COVID-19 Assessment Centre and later on, the COVID-19 Immunization Clinic. Both of these initiatives are part of our commitment to collectively beat this pandemic.

Thanks to the commitment of staff, the hospital weathered the first ten months of the pandemic with very few staff cases and no patient cases. As we entered the new year and began to see increased community spread, and the emergence of the variants of concern, an outbreak was declared on our Awenda Program, followed a few weeks later with an outbreak on the Horizon Program. The Awenda Program outbreak resolved quickly with a small number of cases, but sadly the Horizon Program outbreak was more severe and seven patient lives were lost.

With feedback from staff and input from infection control experts, we have updated our outbreak protocols to help prevent any further transmission of the virus.

The challenges staff, patients and families have faced have been significant, yet we are inspired every day as they live through these challenges with grace. Caring for each other has also never been so apparent. We are proud of the launch of the following programs aimed at doing just that:



### **COVID Frontline Wellness**

Offering free, confidential coping and wellness support for front-line workers in partnership with four other hospitals across the province.

### **ECHOES Research Project**

Effects of COVID-19 on Health Care Providers: Opportunities for Education and Support (ECHOES) is a research study in partnership with Georgian College designed to learn more about health care providers' experiences with the pandemic and the impact on clinicians and their practice.

### **Mindfulness Ambassador Program**

A Waypoint Research Institute study in partnership with Georgian College and Mindfulness Without Borders on the effectiveness of a four-week mindfulness skills course offered virtually, compared to the 12-week in person program. The study has concluded but the free mindfulness skills program is still offered monthly.

### **STOP COVID Research Project**

A study by the Waypoint Research Institute to ensure we are doing everything possible to protect the health and well-being of all Waypoint health care workers during our response to this unprecedented pandemic.

We are maintaining our focus on safety while continuing the journey to a future that goes beyond mental health to support body, mind and spirit. With many thanks to Dr. Kevin Young, Medical Director of Integrated Care for his leadership and education on mRNA vaccines, most staff and patients now have one dose of the COVID-19 vaccine, and we are excited for the possibilities full vaccination brings. We look forward to the future where services resume and when we can safely welcome visitors and volunteers again.



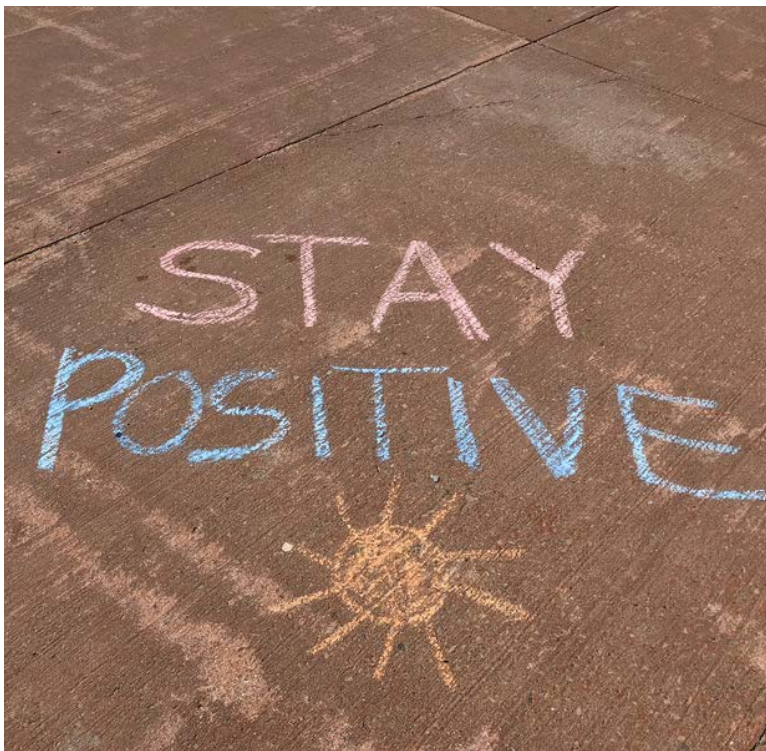
# MEETING THE MENTAL HEALTH CARE NEEDS OF OUR COMMUNITY - EXPANSION OF THE ONTARIO STRUCTURED PSYCHOTHERAPY PROGRAM

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In the wake of the pandemic, supporting mental health and addictions care is critical. More than three-quarters (78%) of Canadians say their mental health has been impacted by COVID-19 (Ipsos, 2020). Faced with increased economic hardship, loss, anxiety, and a sense of helplessness, the pandemic is eroding our mental health.

The Ontario Structured Psychotherapy Program is just one way Waypoint is helping to meet the mental health care needs of our community. Offered in partnership with community providers, Ontario Structured Psychotherapy is a program funded by the Ontario Government to provide individuals who are experiencing depression and/or anxiety with access to free cognitive behavioural therapy.

Originally initiated as a demonstration project by Waypoint, the Centre for Addiction and Mental Health (CAMH), Ontario Shores Centre for Mental Health Sciences (Ontario Shores) and The Royal Ottawa Mental Health Centre (The Royal), the program achieved strong clinical outcomes and was recognized when it was included as part of the province's Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System launched in March 2020. In May 2021, Ontario announced the province-wide expansion of the program.



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***"I have never been able to access higher-quality treatment before due to precarious employment circumstances and a lack of insurance. I found this program very helpful because I was able to do deeper work with one therapist the entire time and develop a rapport with them."***

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## STANDARDIZING CARE FOR PEOPLE WITH SCHIZOPHRENIA

# HEALTH QUALITY ONTARIO STANDARDS OF CARE

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People with schizophrenia and their families, caregivers, and personal supports should receive services respectful of their rights and dignity that promote self-determination toward mental health and well-being. Despite this, we know there are significant gaps in the quality of care people with schizophrenia receive in Ontario. They also encounter stigma, beliefs, and attitudes leading to negative stereotyping, affecting their ability to tell friends and family about their illness and access to health care services.

Health Quality Ontario developed quality standards for adults in hospital which Waypoint began implementing in 2019. The initial focus was on long-acting injectables and clozapine, best-evidence medications, as well as cognitive behavioural therapy for psychosis (CBTp) and family intervention.

Cognitive behavioural therapy for psychosis, in addition to antipsychotic medication, can reduce symptom severity and re-hospitalization rates in people with schizophrenia. Family intervention aims to improve support and resilience, and enhance the quality of communication and problem solving with the family, caregivers, and personal supports. Both of these interventions support people with schizophrenia and their families, helping them cope, and to develop skills and strategies to get and stay healthy, and prevent relapse.

While the COVID-19 pandemic has presented challenges in continuing to offer these therapies due to staff redeployments and shifting priorities, Waypoint remains committed to improving care and creating the ideal patient experience for people with schizophrenia.



## MAKING IMPROVEMENTS TO THE WORK ENVIRONMENT

### IMPLEMENTING LEADER COMPETENCIES AND RESPONDING TO RESEARCH ON ENGAGEMENT AND BURNOUT

Packed work days, time pressures, and emotional intensity can put clinicians at high risk for burnout. Burnout is a long-term stress reaction which can include emotional exhaustion, depersonalization, and a lack of sense of personal accomplishment.

At the beginning of 2019, Waypoint was one of five participating hospitals selected by the Ontario Hospital Association to participate in a research study with the Yale Center for Emotional Intelligence (YCEI) to assess staff engagement, burnout and emotional intelligence. Study findings were presented to leaders and staff in the fall of 2020, and individual reports were shared with programs and departments this past winter. A group of internal experts are working with leaders and teams on action plans to improve the work environment and patient care.

To be successful in moving this initiative forward, our leaders must start with a common understanding, common language, and standard leadership practices. The ongoing implementation of Leader Standard Work is embedding these concepts into the fabric of our culture. This work aims to “do things differently” to help engage and inspire staff, train and develop leaders, and achieve results.

As the pandemic continues to present significant challenges for all of health care, the hospital continues to have staff engagement focused on reducing burnout, and improving a culture of trust as strategic priorities.

# USING RESEARCH

## TO SUPPORT OUR PANDEMIC RESPONSE

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As part of our pandemic response, a team of dedicated researchers took action to launch three different research studies.

Surveillance to Optimize Prevention of COVID-19 (STOPCOVID) is aimed to ensure we are doing everything possible to protect the health and well-being of all Waypoint employees during the pandemic. The project actively tracked self-reported information to support real-time decisions and actions we've made to improve our pandemic response.

The other two projects are in partnership with Georgian College. With funding from the Natural Sciences and Engineering Council of Canada special College and Community Innovation Program – Applied Research Rapid Response to COVID-19 fund, both projects addressed topics relevant to the pandemic and aimed to benefit health care workers.

The first project, titled Effects of COVID-19 on Health Care Providers: Opportunities for Education and Support or “ECHOES”, which welcomed the Royal Victoria Regional Health Centre as a partner, addresses how COVID-19 has unsettled daily life for everyone, especially health care providers who already experience high stress, anxiety, and depression in their workplaces. The project is developing education and support tools for mental health care providers for awareness and resiliency, and improve teamwork to deliver quality health care during pandemic recovery.

The second project is titled Mindfulness to Combat Health Care Worker Burnout during COVID-19: Evaluating a 4-week Tailored Program, and was conducted in partnership with Mindfulness Without Borders. Mindfulness programs are known to decrease health care worker burnout. This research project was looking to evaluate the efficacy of online mindfulness, as well as long-term maintenance effects.



# IMPROVING THE PATIENT EXPERIENCE

## WITH THE CENTRAL ONTARIO HEALTH TEAM FOR SPECIALIZED POPULATIONS

In our quest to work together on system collaboration, progress on the development of the Central Ontario Health Team for Specialized Populations continues.

Ontario Health Teams (OHT) are transforming the health care system from one where the patient has to coordinate their care from different services like family physicians, hospitals, and home care services, to one where groups of providers coordinate their services to better serve the patient.



Working with a number of partners, this innovative model is highly focused on care that is needed by a smaller proportion of patients within a geography. By overlaying a regional specialty model that spans the boundaries of other local OHTs, we can ensure the critical mass that is needed to deliver specialized services. The Central OHT for Specialized Populations is the connector between local OHTs and provincial initiatives. This 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

## OUR INNOVATIVE MODEL IN ACTION

### Supporting Seniors

With support from the Couchiching Family Health Team, frail seniors were identified at the COVID-19 testing centre. The Specialized Geriatric Services team followed up with these seniors after their visit to ensure they had supports in place to get groceries and other needed supplies early on in the pandemic.

### Supporting Children, Youth and their Families

A pediatrician with a specialty in mental health is now working closely with the team at a primary care Family Health Team office. Children in need of specialized mental health care now receive it on site and don't have to travel to see a new care provider in a new location.

### Supporting Indigenous Peoples

With leadership from our Indigenous partners, we are working toward cultural adaptations of Structured Psychotherapy interventions, and implementation of a very successful addiction support program called Red Road to Recovery.

Visit the Central Ontario Health Team for Specialized Populations website for more information: [www.ohtspecialized.ca](http://www.ohtspecialized.ca).

# MAXIMIZING THE EFFECTIVENESS OF THE ELECTRONIC HEALTH RECORD TO ENHANCE PATIENT CARE

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It's been four years since Waypoint implemented the MEDITECH Electronic Health Record (EHR) - a major leap forward in adopting evidence based clinical practices and efficiencies to enhance patient care.

Ready for the next step, Waypoint and partner hospitals Ontario Shores and The Royal, known collectively as the Mental Health-Health Information Systems Cluster (MH-HIS Cluster) updated the EHR with cutting edge technology designed to improve efficiency and connect patient care across the spectrum. The MEDITECH Expanse upgrade gives a new look and feel to the EHR, providing a number of new web-based features which will enhance the view of every patient's story. It will also provide an improved documentation experience for clinicians by incorporating improved displays, navigation tools, customizable features, and easier access to information (think fewer clicks, and simpler templates!).

The first phase of this project involved a complete technical review of the MEDITECH environment hosted at Waypoint, ensuring that the right resources were in place to support the transition. Phase two involved the actual upgrade to MEDITECH Expanse, with a seamless transition integrating the existing workflows while improving patient care delivery efficiencies and patient safety.

The third phase will implement MEDITECH Web Ambulatory functionality, which will impact all outpatient clinicians and further improve clinical workflows and patient engagement through digital health. As the provincial government continues to transform the health care system and introduce Ontario Health Teams, connectivity amongst health care providers will be a key element of the strategy to create an integrated, seamless system of care.

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***"Seeing the patient's entire medical journey allows clinicians to more easily identify risks and make more timely, better informed decisions leading to improved outcomes."***

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# THE PANDEMIC DIDN'T STOP THE COMMUNITY HEALTH HUB FROM OPENING ITS DOORS

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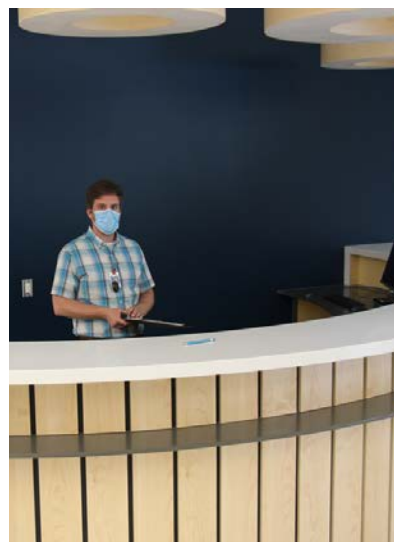
It was years in the making and months of preparation and anticipation, and the COVID-19 pandemic was not going to get in the way of the Community Health Hub staff from moving into their new space in June 2020.

This purpose-built medical building is the new home of Waypoint's outpatient mental health program and community services for housing, employment, and rehabilitation, as well as our partner, CHIGAMIK Community Health Centre.

The Hub was made possible in part through partnership with the Town of Midland, and exterior construction started a few years ago. Interior finishing began in the fall of 2019, followed by two funding announcements – one from the province for \$9.8 million, and the other from the County of Simcoe for \$673,252. This was the second installment from the County for a total of \$1.28 million, part of their commitment to support hospital capital and redevelopment projects.

These generous investments helped open the doors, albeit mostly virtually, and increase access to care for residents of North Simcoe by co-locating primary care and mental health supports, youth programming, traditional healing, and walk-in services under one roof.

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



# EXPANDING TO MEET THE NEEDS OF CHILDREN, YOUTH AND FAMILIES

Recognizing a gap in child and youth mental health programs in our region, Waypoint welcomed pediatrician Dr. Rob Meeder into the newly created role of Medical Director for Family, Children and Youth Program in September 2020. Dr. Meeder came on board to support Waypoint’s existing youth programs and work with partners to improve accessible, coordinated and high quality mental health care for children and youth across the system.

In March 2021, we were excited to announce expansion of this program with the support from the Ministry of Health. Increased access to specialty services was needed long before the pandemic, and now even more with the increased impact of social isolation, closed schools, and pandemic-related family stress. The expanded services will include psychiatrists and pediatricians with a focus on child and adolescent mental health working in partnership with primary care providers and therapists across the Central Ontario region to support preventive, family-centred and trauma-informed care.

In October 2020 we also received great news that the North Simcoe Youth Wellness Hub, originally established as a three year pilot project, was one of 10 provincial hubs to receive annual base funding from the province as part of a \$24.3 million investment in mental health services for children and youth.

The Youth Wellness Hubs model brings together many community services offering “one-stop-shops” for youth aged 12-25, to address their needs related to mental health, substance use, primary care, education training, employment training, housing, and other community and social services. Integral to the model is a commitment to youth and family engagement, and their involvement in key decisions – from planning to implementation and program evaluation.

Like everything else, the team at the Youth Wellness Hub embraced the virtual world and shifted their services to continue to connect with the youth of our community and support them through the challenges of life and the pandemic. The official kick-off held in September 2020 included a variety of activities including four editions of the Red Couch Series, interviews with experts on a variety of topics, an Indigenous teaching video, and an interview with Brian Francis, author of Break in Case of Emergency, a story exploring issues around mental health and suicide.



# BUILDING THE COVID-19 MENTAL HEALTH RELIEF FUND THROUGH OUR FUNDRAISING EFFORTS

When the COVID-19 pandemic forced the delay of our signature fundraising event, not once, but twice, we weren't sure how our community would respond. The answer is tremendously!

We were overwhelmed when our guests, existing, and new sponsors recognized there was never a more pressing need and continued their support of the virtual Shine the Light Gala with NHL All-Star and Olympic Gold Medalist Theo Fleury as the guest speaker. We experienced this outpouring of support once again when we transitioned our one-day walk/run/yoga fundraiser to a week full of virtual wellness, mindfulness and physical activities followed by a Choose your own Adventure virtual 5k with *Get Your Mental Health in Motion*. Both events raised nearly \$130,000 for the COVID-19 Mental Health Relief Fund.

We know that supporting mental health and addictions care is critical in the wake of the pandemic. With a goal to support improvements to mental health and addictions care for patients in the hospital and in the community, we launched the **Give. So no one gives up.** campaign with a goal of \$500,000 for the COVID-19 Mental Health Relief Fund. Thank you to all of our donors for the generous support to date.

## The funds raised will support:

- Free mindfulness programs for youth, frontline workers, and the community to build resiliency and reduce burnout.
- Free Mental Health First Aid Training for people across the region to teach the skills needed to help in a mental health crisis.
- Renovations in the hospital to support patients, enhancing comfort and safety on their recovery journey.
- The purchase of new equipment and technology to offer accessible, leading-edge mental health and addictions care.
- Research projects in collaboration with partner organizations to evaluate the pandemic and the mental health care approaches used to support youth, frontline workers, and the community.

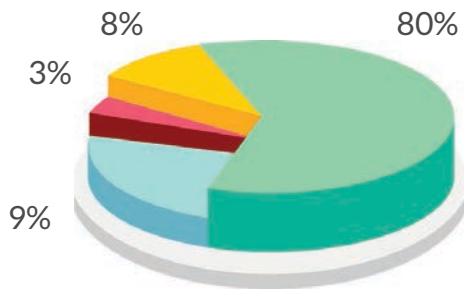
***“COVID-19 has altered our world markedly. The mental health burden of the pandemic spans all ages, communities and demographics. As we adapt to this new reality, providing rigorous mental health support is paramount. Multi-disciplinary teams from Waypoint are working tirelessly to find innovative solutions to address this growing demand and respond to these evolving needs.”***

- Dr. Nadiya Sunderji, Psychiatrist-in-Chief, Waypoint

2020/2021

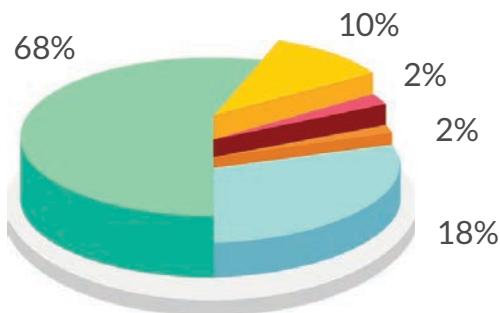
# FINANCIALS

## REVENUES



- Ministry of Health - 80%
- Recoveries - 3%
- Deferred Contributions and Fund type 2 - 9%
- Other Revenue - 8%

## EXPENSES



- Salaries, wages and benefits - 68%
- Drug, medical and surgical supplies - 2%
- Supplies - 18%
- Amortization and loss on disposal of equipment - 2%
- 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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## LET'S GET SOCIAL

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