

**Discover
Headwaters**

Who We Are

OUR PURPOSE

One community, caring together.

Our Strategic Plan

Getting even better

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

Nothing about you, without you

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

Integrated care, close to home

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

Supports

These are what enable us to achieve our outcomes and ensure that our services will be there for the people who need us, now and in the future.



Making every dollar count for our patients & community



Innovation, research & technology

**EXPERIENCE CARE
CLOSE TO HOME**

In this issue of the Annual Report, take a tour through your local hospital to discover experiences and local connections.

Explore real patient stories and helpful services close to home.

Our Values

More than words, our values are how we show that we are 'One Community, Caring Together'.

They determine how we work, how we behave, and how we relate to our patients, their families and caregivers as well as to everyone who is part of the Headwaters community.



KINDNESS

... means caring for one another



PASSION

... means relentlessly building a better future



COURAGE

... means being brave and stepping up



TEAMWORK

... means being better together

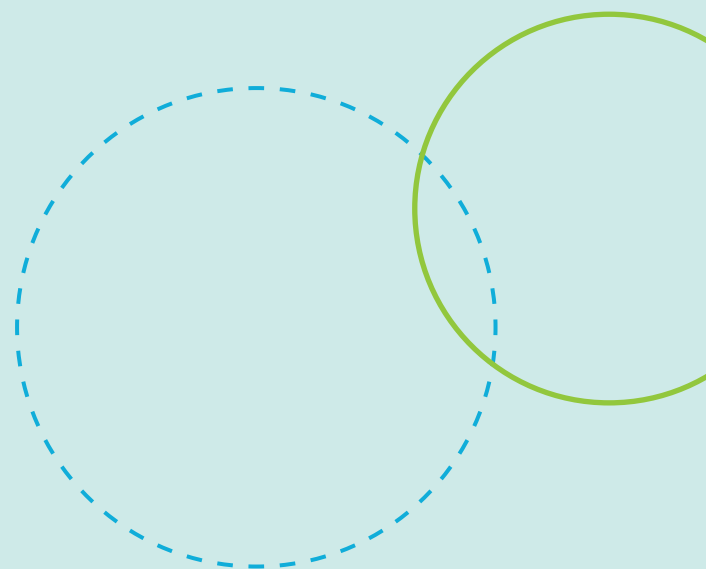
Land Acknowledgment

We acknowledge that our hospital resides within the traditional territory and ancestral lands of the Tionontati, Attawandaron, Haudenosaunee, and Anishinaabe peoples.

We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: the Ajetance Treaty.

We also acknowledge the land which forms the Town of Caledon is also part of the traditional Territory of the Huron-Wendat and Haudenosaunee Peoples, and the Anishnabek of the Williams Treaties.

This land is part of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation.



A MESSAGE FROM THE Board Chair AND President & CEO

Ask anyone local where the hospital is, and they will tell you it's on the hill. Headwaters Health Care Centre has served the local community and surrounding neighbours for more than 110 years.

It first began as an area hospital by a group of 53 women in Orangeville who recognized the need for a hospital close to home. Fast forward to the present day, and we've celebrated our silver anniversary on the Rolling Hills site.

Our history and our future are proudly rooted in our local identity. Local pride in your local hospital means quality patient-centred care, together with our community partners. Through the years, as we've seen change in our community, we are actively making plans to grow with our community and adapt to changing needs.

Our new Clinical Priority Plan for 2023 – 2028 is the roadmap to identify where we need to grow and how we want to continue improving patient care. To develop the Clinical Priority Plan and identify what's needed the most, we heard from more than 1,000 individuals in the hospital and in our community and conducted a thorough review of our programs, service performance and projected population growth. Dufferin County-Caledon's regional population is set to grow faster

than the provincial average! We will ensure our hospital is constantly ready to be the pillar of acute care close to home.

Thank you to everyone who provided input in the Clinical Priority Plan. We will seek community input once again this year, as we develop the next Strategic Plan for our hospital.

Many will say that it's not only about where you work, it's who you work with. There could not be a truer saying as we welcome new members to our Executive Leadership Team, including Annette Jones, Vice President of Patient Experience, Health Integration, Chief Nursing and Health Disciplines Executive; Dr. Grace Wang, Chief of Staff and Vice President, Medical Affairs; and Frances Duiker, Vice President of People and Culture, who joined Cathy van Leipsig, Vice President of Corporate Services & Chief Financial Officer.

This year, we've developed a People Strategy Plan that prioritizes projects that impact our people; our staff. While we have seen many recent changes in health human resources, which are common across the province and industry, we are focused on retention, recruitment and recognition of talented individuals who call Headwaters their work family. We also work closely with Hills of Headwaters Collaborative Ontario Health Team, community partners and municipal stakeholders to reach shared goals to recruit and retain physicians.

Last year we began our hospital-wide Accreditation process, which was paused during the pandemic. The first part of our Accreditation was a virtual survey in September 2022 and our teams performed very well. Our in-person accreditation will take place in October 2023 – we look forward to demonstrating our commitment to

quality and safety. In the meantime, our Laboratory and Pharmacy teams each successfully completed a four-year Accreditation certification.

Through the investment in new technologies, we are committed to driving higher levels of quality across our teams and ensuring patient, staff, and caregiver safety. In Spring 2023, we were certified by Cancer Care Ontario as a Breast Assessment Site, offering the community screening and diagnostic breast imaging services including mammography-guided biopsies.

As one of the first hospitals in Ontario, we also implemented BD Pyxis Med Stations, our newest automatic medication dispensing units. Having received a commitment from the Ministry of Health for operating funds for an MRI, we are planning to offer this service soon.

We are proud to lead Headwaters, with so many talented and committed individuals. Thank you for all your contributions. We look forward to working with you in the future. 📍



A handwritten signature in black ink.

Dr. Hugh O'Brodovich

Board Chair



A handwritten signature in black ink.

Kim Delahunt

President & Chief Executive Officer

What is your favourite place to visit in Dufferin County-Caledon?

Dr. Hugh O'Brodovich:

I love road cycling, so I'm never far from the region's many rolling hills and routes.



Road Cycling

What's one of your favourite restaurants in the area?

Kim Delahunt:

It's hard to choose just one – the Bluebird Café is one of my favourite spots in Orangeville.

Bluebird Café



Photo Credits

1. Town of Caledon
2. Town of Orangeville

Timeline Highlights

We reflect on our achievements in the fiscal year.

Spring 2022



Headwaters Health Care Centre and the Dufferin Ontario Provincial Police partner to create an emergency response mobile mental health and addictions team.



National Volunteer Recognition Week celebrates the Headwaters Health Care Auxiliary, Seconds Count, Friendship Gardens, Spiritual Care, Patient and Family Advisory Partnership, and TeleCheck dedicated volunteers.



Cheers to 25 years on the Rolling Hills Drive location, which opened May 3, 1997. The silver anniversary was marked by inviting community leaders who helped build the hospital.

Summer 2022



COVID-19 Assessment Centre and Dufferin Cold & Flu Clinic combine and relocate to the Orangeville Pharmacy, signaling that the pandemic enters a more stable phase.



Patients can access and manage online imaging records through PocketHealth. In addition, patients can have direct access to their hospital medical information through a new patient portal, my health care, in partnership with Collingwood General and Marine Hospital, Georgian Bay General Hospital, and Royal Victoria Regional Health Centre.

Fall 2022



Headwaters seeks input from community members and partners to plan the hospital's clinical programs and services for the next five years, which will result in a new Clinical Priority Plan.



After much anticipation and a two-year COVID-19 hiatus, Pulse Café reopens. Managed by the Headwaters Health Care Auxiliary, the volunteer-led café is located in the Joan & Paul Waechter Welcome Centre, and originally part of the hospital's pre-pandemic renovations.



To help keep our community safe from the risks of the pandemic, the provincial GO-VAXX Bus begins one of many regular stops at Headwaters, offering drop-in COVID-19 vaccinations.

Winter 2022 – 2023



Headwaters receives \$1.86 million from the Ontario government to support critical hospital upgrades and repairs.



Headwaters will receive over \$800,000 in operating funding from the Ontario government for its first Magnetic Resonance Imaging Machine (MRI). The MRI will be purchased through capital funds raised by Headwaters Health Care Foundation and Headwaters Health Care Auxiliary.



The Physician Recruitment Task Force is launched by Hills of Headwaters Collaborative Ontario Health Team, of which Headwaters is a partner, to address primary care physician shortage in Dufferin County and Town of Caledon.

Spring 2023

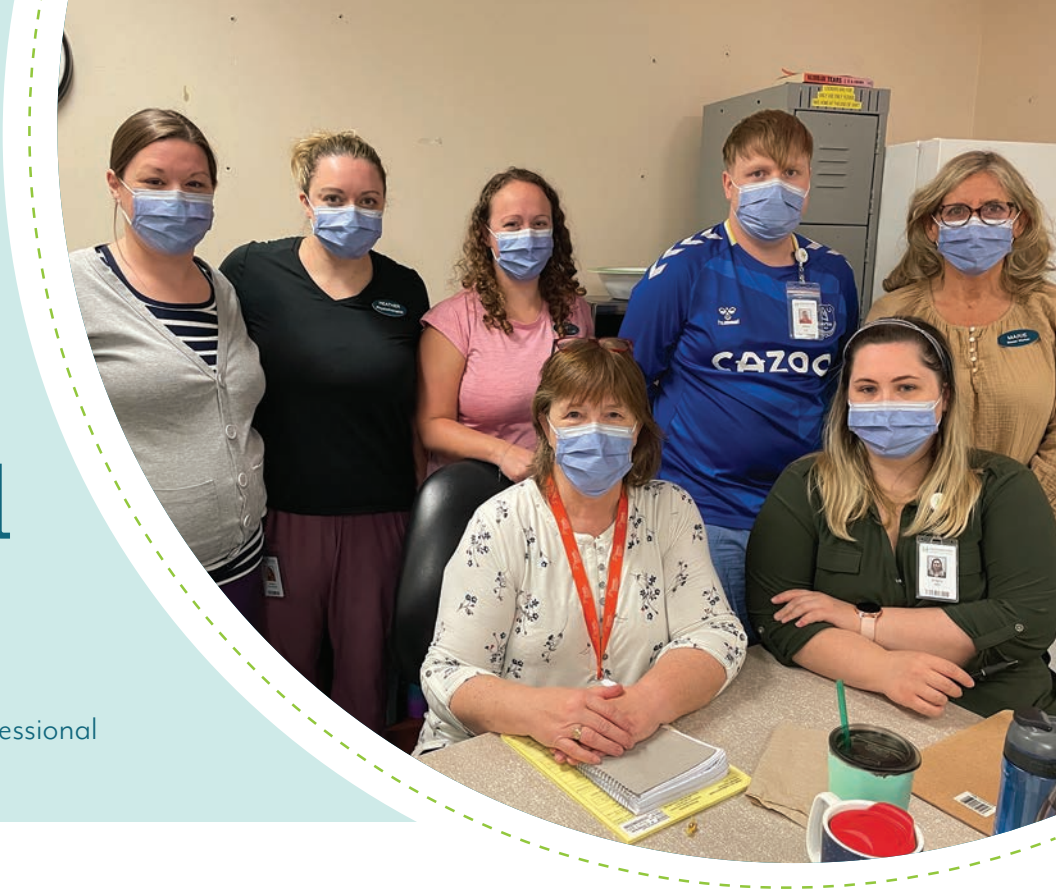
Headwaters Health Care Centre is now certified as an Ontario Breast Assessment Centre by Cancer Care Ontario. Patients in the Dufferin County-Caledon area no longer need to travel far for breast evaluations, as Headwaters can provide care, closer to home.



PATIENT STORY

A SMOOTH RECOVERY FOR A fractured hip

Photo caption: Headwaters Interprofessional Practice Team, E-wing



Pseudonym has been used

It's happened to all of us: a middle-of-the-night trip to the bathroom with a sleepy walk back to bed. Most of the time, this is no major event. For Harold, this familiar trip resulted in a fall on his right side, landing between the bathtub and vanity sink.

Early in the morning, Harold's daughter and son-in-law and grandson, whom he lives with, found him lying on the floor and immediately called 911.

When Harold arrived at Headwaters, the emergency doctors ran different tests, and diagnosed him with a broken hip. Hip fractures among older adults like Harold can be serious due to heightened risks with age during surgery and post-surgical recovery, and the initial injury could also lead to complications. For this reason, Harold was given a same-day transfer to Brampton

Civic Hospital, William Osler Health Systems for hip surgery. "The last time I was in the hospital was when I was 5 years old getting my tonsils out. For 80 years, I had never broken a bone," says Harold. His surgery appointment was one week after he was admitted. "I understood that other people in dire circumstances needed the operating room more than I did. My pain was bearable," he sympathetically recalls of the wait time.

As soon as his post-surgery assessment was clear, Harold was transferred back to Headwaters.

Admitted once again, Harold took part in a rehabilitation and physiotherapy recovery program, which he quickly took to, as an active adult who exercised regularly. "The most difficult part was learning to walk with a walker. My mobility gradually improved until I got stronger and was discharged. At home, I got used to the walker and I could take normal strides again," says Harold.

Whenever patients are admitted at Headwaters, an interprofessional health team of primary and community-care allied health practitioners meet twice daily to

discuss patient needs, and form a plan based on the consensus of expert opinions at the table, which also takes discharge into consideration.

Harold's interprofessional team recognized his readiness for discharge and made plans for his recovery at home, including wrap-around supports from specialty practitioners to visit Harold, based on his needs.

Discharge planning in partnership with Home and Community Care helps to ensure his home environment is safe and accommodating to his new health realities. "Through Home and Community Care, Julia Harding, an occupational therapist came to my home and recommended a bath chair and a pole from floor to ceiling that I could support myself, allowing me to step right into the bath chair from my walker," Harold explains.

The incredible partnership with the hospital, community care organizations and their home care practitioners make the road to recovery a smooth and continuous one, wherever the patient is receiving care.

A little over a month after the fall, Harold's daughter brought him back to Brampton Civic Hospital for a surgical check-up. "The surgeon assessed x-rays and said everything was fine. He also suggested that I wean myself off the walker, and eventually use it less and less so I can learn to walk on my own. I'm looking forward to walking outside again." 📍



Harold's shower renovation

📍 Amaranth

POPULATION

4,327

LAND AREA

265.02 km²

FUN FACT

The famous Amaranth Mastodon skeleton was found near the Village of Bowling Green, just west of Laurel, on the William B. Jelly farm.



📍 East Garafraxa

POPULATION

2,794

LAND AREA

166.5 km²

FUN FACT

No one really knows what the township was named for. Some say it was for a Sassafras plant, an Irish castle, or a Scottish stream.

Source: www.dufferincounty.ca

PATIENT STORY

PEACE OF MIND during an emergency C-section

Photo caption: Makenna was born on November 9, 2022



Just as every child is unique in their family, every birth is different. When Kathryn arrived at the Obstetrics department at Headwaters Health Care Centre to deliver her third child, she knew what to expect, already having two healthy children born at Headwaters six and twelve years ago, respectively.

Things were progressing according to Kathryn's birth plan, and she chose an epidural. But when Dr. Umeh, a trusted obstetrician who had delivered one of her girls, arrived as scheduled to break her water, Kathryn knew there was something terribly wrong when she saw the tremendous rush of fluid.

Immediately assessing the situation as a cord prolapse, Dr. Umeh told her they needed to go to the Operating Room (OR) right away. With nurse Kaitlyn holding the cord, which was still pulsating with life, and nurses Nancy and Lindsey by her side reassuring her all the

way, the emotional journey up to the OR was quickly arranged. During the short wait outside of the OR, Kathryn was worried about losing her baby's heartbeat. However, the nurses found it, and then it was time for the emergency C-section.

Blue sheets went up in a hurry. The obstetrics and OR team members moving deftly at work by her side, in fast-paced lock step. Dr. Umeh lightly pinching Kathryn's belly to test if she could feel the pressure.

"Everything was happening so fast. I could feel what was

happening, and I was scared. But we had to get the baby out," recalls Kathryn.

"I kept looking at Dr. Umeh, and he reassured me. The nurses were all calm, so I wasn't panicking. I didn't need to worry. Everything was going to be OK – I just knew it."

The anesthesiologist arrived, giving her gas and when she woke up, Makenna was born, her heart beat strong and

steady. Makenna was brought to mom right away for skin-on-skin contact, a well-researched action that benefits the baby and parent in several ways.

After the delivery, Dr. Umeh returned to Kathryn often to check up on her health. “I was so hopeful because this was a traumatic birth. Dr. Umeh was so kind.”

Looking back, Kathryn describes the emergency C-section as stressful and scary to both her and husband, who never before heard of a cord prolapse and its rare occurrence.

A cord prolapse is when the umbilical cord slips out before the baby descends into the birth canal. The risk is that the pressure on the cord from the baby’s weight in utero could restrict blood supply to the baby.

“I made the right choice to give birth at Headwaters,” says Kathryn, expressive with thanks to the team who stayed by her side the whole time.

“I was never left wondering if everything would be alright. They were right there to reassure me. The focus was all on me, and that’s how I should feel as a patient and a new mom. This is my health team; they did a great job.” 📍

Dr. Umeh
OBSTETRICIAN



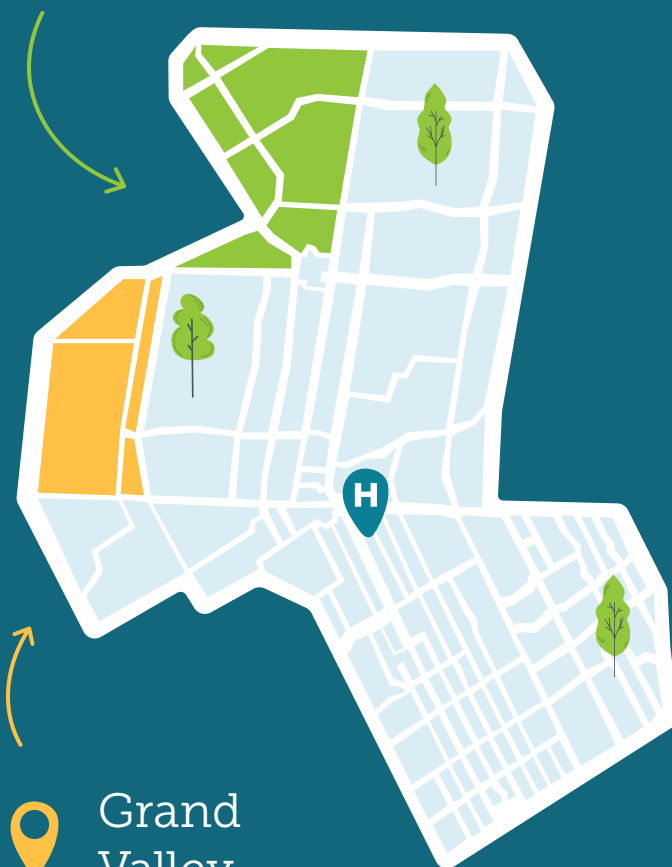
📍 Melancthon

POPULATION
3,132

LAND AREA
310.39 km²

FUN FACT

The township was the first municipality to approve and have constructed the largest wind farm in Ontario with 45 wind turbines. The Township of Melancthon is now home to 167 wind turbines.



📍 Grand Valley

POPULATION
3,851

LAND AREA
158.6 km²

FUN FACT

The village of Grand Valley was initially settled in 1855 when the George Joyce family built a log house, a barn, and later a tavern.

Source: www.dufferincounty.ca

BREAKING RECORDS:

A message from the Board Chair AND CEO, Headwaters Health Care Foundation

It's a funny paradox. The year seems to fly by in a flash, yet when we look back at all we achieved in the last 12 months, it's a remarkable list of accomplishments. And 2022 to 2023 was no different. We even broke a few records!

Here are some of the outstanding highlights of what we were able to achieve in the past year, thanks to the generosity of the people, families and organizations throughout Dufferin County-Caledon who chose to support Headwaters Health Care Foundation:

Granted more than \$4 million for vital Headwaters Health Care Centre priorities—one of the highest levels of support for equipment ever granted in a given year.

Welcomed two new members who joined the Foundation Board of Directors and three new Board Committee members.

With a return to in-person events, Headwaters Golf Classic and Together Again Gala both raised record amounts of support.

Purchased priority equipment including infant warmers, ER monitors, automated drug dispensing units, a new CT scanner, wheelchairs, surgical scopes and much more.

Reached the challenge set by Morningview Foundation for a \$700,000 Matching Gift Promotion—our highest matching gift ever.

Thank you to our community, and Hospital and Foundation Board and Committee members who came together and matched every dollar!

Looking ahead, we are excited to see more groundbreaking achievements in our future. In particular, we look forward to partnering with all of our donors to raise the funds we will need to bring the first Magnetic Resonance Imaging (MRI) equipment to Headwaters. Every year, many patients and families will benefit from this added health care resource being made available in the heart of Dufferin County-Caledon.

We are confident our community will join us, as they always do, in support of the care you need and the compassion you deserve.

On behalf of every patient and family whose care has been supported by the generous and thoughtful donors who give to Headwaters Health Care Foundation, we offer sincere thanks from the bottom of our hearts. 📍



Ed Upenieks

K.C. Carruthers

Ed Upenieks

Board Chair,
Headwaters Health
Care Foundation

**K.C. Carruthers,
CFRE**

CEO,
Headwaters Health
Care Foundation



Where do you love to bring visitors?

Ed Upenieks:

For those who golf, we are blessed with five scenic golf courses near Headwaters, which are among the very best in Canada. My personal favourite golf course is The Paintbrush, which is a classic links style course nearby.

What's a place of inspiration within the Dufferin County-Caledon area?

K.C. Carruthers:

I find it inspiring when travelling throughout Dufferin County-Caledon knowing that businesses across the region support Headwaters. In addition to the big chains like Tim Horton's, Walmart and McDonalds who give generously, I'm inspired by smaller shops like Howard the Butcher in Caledon East, The Weathervane in downtown Erin, Beyond the Gate and Crewson Insurance Brokers in Shelburne and so many shops and bistros along Broadway Avenue in Orangeville.

**The Paintbrush –
Pulpit Club**



**The
Weathervane**

Photo Credits

1. The Pulpit Club
2. Courtesy of The Weathervane

Ways to Get Involved

The heart of Headwaters can be felt in the community that makes our hospital a quality, patient-centred place of care.

1. Make a thoughtful donation of any amount by using the QR code.
2. Join one of our Signature Events, the Headwaters Gala or the Headwaters Golf Classic.
3. Host your own community event, such as a barbecue, car wash, or a dress-up day.
4. Give a reliable and convenient monthly gift.
5. Honour the care received by leaving a gift in your will.
6. Involve your business by donating a portion of sales.

Give Today for a Healthy Tomorrow

No one touches lives in Dufferin County-Caledon like we do. Our health care team strives to provide the best possible care for patients.

Did you know Headwaters does not receive government funding required for the vital medical equipment front-line teams need to do their very best? With your help, we can invest in the highest priority equipment, hospital renovations, and professional staff education. **Your donations have a meaningful impact for the health of our community.**

Visit us online at hhcfoundation.com

In 2022/23 over \$4 million was granted to Headwaters Health Care Centre to improve patient care. We welcomed many new pieces of equipment including 16 new BD Pyxis Med Stations to dispense medication more safely and efficiently and 35 new wheelchairs thanks to our incredible community!



Support Headwaters Now

Please use the enclosed envelope to send a cheque made payable to: “Headwaters Health Care Foundation” or use the QR code to send a donation now.

Your gift will be eligible for a charitable donation receipt.



BD Pyxis Med Stations

Patient Relations

How was your experience at Headwaters? The patient relations process offers patients, their families, and the public a confidential mechanism to voice compliments and concerns about their experience or care.

Through Patient Relations, you can provide feedback that can help hospitals track the quality of patient experiences and identify opportunities for quality improvement. Patient Relations also reflects the hospital's patient declaration of values.

Patient Relations actively engages patients and caregivers through the Patient and Family Advisory Partnership (PFAP) in designing, reviewing, and maintaining the patient relations process. Patients, families, and caregivers can provide feedback at any time and directly to frontline staff or Patient Relations. Confidentiality, fairness, and communication are maintained throughout the patient relations process.

Share your feedback or volunteer as a Patient and Family Partner.

Email patientrelations@headwatershealth.ca or call **519-941-2410 x 2361**



Join Our Team

Working at Headwaters is a rewarding way to grow your career in a close-knit, community environment.

Our values of teamwork, kindness, passion and courage are more than words – they define and connect us. They determine how we work, how we behave, and how we relate to our patients, their families, and caregivers as well as to everyone who is part of the Headwaters community.

We recognize the importance of putting our people first. Our People Strategy defines our four areas of focus: Talent Management, Health, Wellbeing & Safety, Learning & Development and Culture & Recognition.

Explore the opportunities at:

headwatershealth.ca/join-our-teams



PATIENT STORY

THE COMPASSIONATE DIFFERENCE of a community hospital



Photo caption: Annette with her beloved therapy dog, Charley

As told by Heath, Annette's son

Would you expect a more caring patient experience at a community hospital? That's what crossed Heath's mind, one of Annette's primary caregivers and sons, when he learned his 80-year-old mother was quickly deteriorating. Annette was visiting her other son who resides in Orangeville but plans suddenly changed when she needed emergency care.

After arriving to Headwaters Health Care Centre's Emergency Department, and being admitted under Dr. Nadarajah's care, Annette received a CT scan that confirmed she had suffered a stroke. "I explained treatment options and recommended rehabilitation," says Dr. Nadarajah.

"Right from the get-go, I could sense the difference," says Heath, recalling the intimate environment of Headwaters and the kind staff. "The decision to admit was within hours, which is a reasonable time. I was not accustomed to the

expediency I experienced." When Annette settled into her room, Heath inquired if he could bring his St. John Ambulance therapy dog, Charley, who gave Annette a tremendous level of comfort from the beloved golden doodle. "Allowing Charley to visit showed Headwaters staff's flexibility and compassion for my Mom's wellbeing," says Heath.

A few days later, a physical exam showed that Annette's condition worsened: her left side was paralyzed, she lost her vision on left side, and she was feeling weak. It

wasn't too long until she moved units to work with Taylor, her Personal Support Worker. However, her health was declining, and Annette started to lose her faculties.


Annette was transferred to palliative care, where Warren and Annette were the nurses who took care of Heath's mother from that point on. Heath was appreciative that palliative care was within the same ward, as opposed to being transferred to an offsite facility. Warren and Annette also provided compassionate care during this difficult time.

“Warren made a private room available, and this gave my family more space and flexibility to spend time with her,” says Heath. “At one point, I also asked Annette, the compassionate nurse who shares the same name as my mother, to tell me the truth of my mother’s state. She was clear and honest and gave me a message that was hard to deliver. She gently informed us to let loved ones know they should visit her in her final days.”

On December 28th at 5:36 a.m., Annette passed away, her hand held by her son.

“It was phenomenal to be there for her passage into the afterlife. I can’t express my gratitude enough to the staff who helped our family through this time. We did not feel rushed, we felt cared for. We were able to say goodbye in a very loving and compassionate manner.”

“Headwaters was exceptional and unlike anything I have seen at any of the other hospitals I have visited throughout the GTA during my adult life,” says Heath.

“Every staff I came in contact with did a terrific job and their efforts are so appreciated. They all fall under the definition of what a real hero is.” 



Annette
CHARGE NURSE

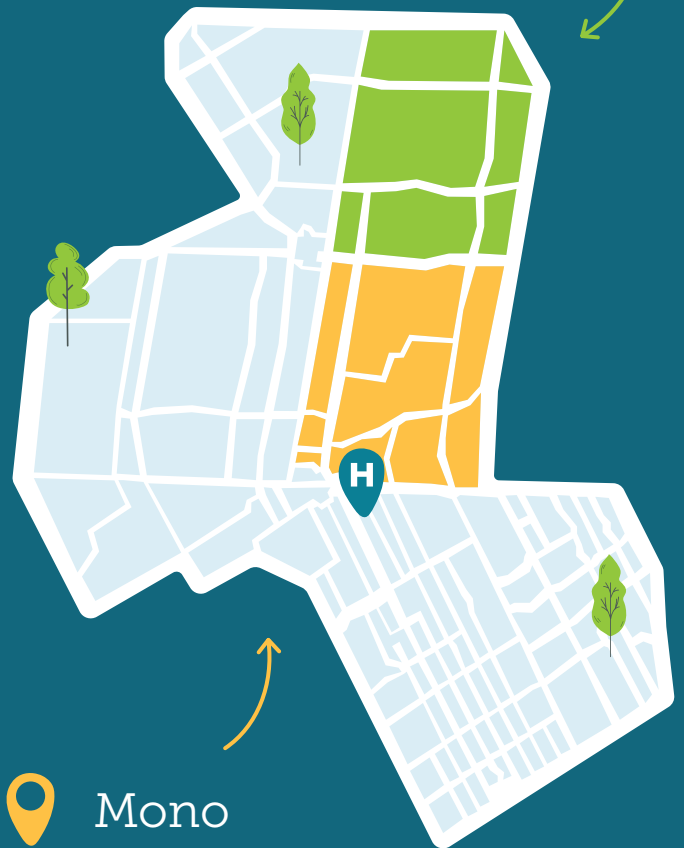
Mulmur

POPULATION
3,571

LAND AREA
286.17 km²

FUN FACT

The township is comprised of a number of villages and hamlets, including Honeywood, Mansfield, Rosemont (partially), Terra Nova, Violet Hill (partially), and Stanton.



Mono

POPULATION
9,421

LAND AREA
278.37 km²

FUN FACT

The Town of Mono was probably named by Sir Peregrine Maitland, Lieutenant Governor of Upper Canada from 1818 to 1828. He had a fondness for foreign names – “mono” being the Spanish name for monkey.

Source: www.dufferincounty.ca

PATIENT STORY

LIFE-SAVING TREATMENT close to home

Photo caption: Liz celebrates a new chapter in her kidney health



Although our kidneys are about the size of a large fist, they pack a lot of power when it comes to healthy body functions: removing waste products and excess fluid through our urine. This whole process is critical to maintaining a balance of body chemicals and hormones that affect our daily function, the performance of other major organs, and helps regulate blood pressure.

So, when Liz learned that her kidneys had been failing, she was immensely relieved to learn that her dialysis treatment that had begun in Brampton could be done in her hometown of Orangeville at Headwaters Health Care Centre. Three dialysis treatments, every week, became the norm for Liz, in order to keep her healthy.

“I’m really lucky to have found dialysis care close to home. It means the world to me,” says Liz. “Kidney transfer workups involve a lot of testing, which were mostly arranged through Headwaters’ dialysis department. Tania Alexander, Interim Manager, Ambulatory Care, coordinated

with the University Health Network kidney transplant program and I received outpatient nephrology care at Headwaters. The nephrologist monitored my health very closely during and in between each dialysis session. I received excellent care from a really caring team of staff.”

Her original plan after the first year of dialysis in 2017 was to secure a transplant donor. Then the news hit: cancer in her right kidney. Dialysis continued and surgery was scheduled to remove her right kidney. Her transplant would have to wait after surgical recovery, a wait that was extended by COVID-19 when day surgery,

elective appointments were paused. She also learned that her original donor was no longer qualified, and had to re-start her transfer workup plan from scratch. Liz also developed lupus after her kidney cancer, which made her extremely fatigued. Liz felt discouraged by the additional complications that were compounded by the pandemic.

“The dialysis nurses and personal support workers always made sure I was as comfortable as possible. It was nice to know I had somewhere to go, and my chair was always there, ready and waiting for me. It was hard for me to get motivated to go to my dialysis appointment because you sit there for three hours

or longer – it’s hard to plan your life around the sessions but it’s life-saving treatment. Seeing the smiling faces of the friendly and helpful staff made going in a bit easier. They never shared anything but kindness,” says Liz.

Finally in 2022, the good news came that a kidney transplant was ready. Her kidney donor, Karen, is a high school acquaintance who became a friend when they worked together. “When I told her my donor didn’t qualify, she immediately agreed to be my kidney donor. She is very caring, generous and supportive. Her decision to donate never wavered and she endured a lot during surgery and recovery. I am forever grateful and blessed to have such a wonderful friend in my life.”

The Headwaters team ensured all her health details were accurately and smoothly transferred to a hospital in Toronto where she would receive the new transplant.

“Headwaters took care of me. They gave me life-saving treatment for five and a half years, and made all the arrangements that led to my kidney transplant, which gives me a new life.” 📍

Dialysis Team



📍 Shelburne

POPULATION

8,994

LAND AREA

6.56 km²



📍 Orangeville

POPULATION

30,167

LAND AREA

31.16 km²

📍 Caledon

POPULATION

76,581

LAND AREA

700 km²

Sources:

www.dufferincounty.ca

www.caledonbusiness.ca

FEATURING Physicians and Midwives

Find out what it's like to provide patient care in our community.



Dr. Hari Priya Akula, MD, CCFP

Family Practice
Physician



Dr. Daniel Kahn, MD, CCFP

Emergency
Medicine Physician



Dr. Jeff McKinnon, MD, FRCPC

Chief of Medicine,
Internist



Dr. Rebecca Woolnough, MD, FRCPC

Chief of Paediatrics



Linda Stahl

Registered Midwife



Stephanie Aghajani

Registered Midwife

What brought you to Headwaters?

- **Dr. Akula:** Nearly 15 years ago, I came from India to Thunder Bay to Orangeville as an International Medical Graduate. Once I came to the community tour under the physician recruitment initiative at the time, I've never looked back. My kids are also into horses, skating and hockey – I was told that Orangeville is the place to be!
- **Dr. Kahn:** I've always wanted to be a general practitioner, but I love emergency medicine and intensive care, which my residency focused on. After my training, I looked at several hospitals but after my first shift at Headwaters, I was sold. I saw the kind of place I want to work, and I haven't regretted it.
- **Dr. McKinnon:** In 1992, I chose Headwaters because of several opportunities: the hospital was in the process of planning a new hospital and looking for a physician with critical care experience and general medicine, and they allowed me to also pursue a sub-specialization in gastroenterology. We were also looking for a smaller town in which to raise our young family.
- **Dr. Woolnough:** I was actually born at the Headwaters hospital previous to 100 Rolling Hills location, and I grew up in the Caledon and Orangeville area. In the midst of the pandemic, I learned that Headwaters needed a pediatrician and strongly felt compelled to help. We happily traded our city condo and the Toronto traffic for a garden and nicer pace of life.
- **The midwives:** There were midwives in Guelph, Georgetown and Alliston – many families were travelling and delivering outside of Orangeville. To help fill the gap, we were travelling back and forth between hospitals and community health practitioners for at least a year before we opened a practice locally in 2009.

Why do you love your job?

- **Dr. Akula:** It's not just about medicine. My gift is getting to know my patients as individuals and care for them as a whole person.
- **Dr. Kahn:** I love emergency medicine; the acuity and variety and its procedures. Specifically at Headwaters, I love the collegial community here and the good relationships with colleagues, nurses, and allied health consultants. Having worked at larger hospitals, it's rare that you get to know people, and that's why I love coming to Headwaters.
- **Dr. McKinnon:** Headwaters has a wonderful collegial atmosphere. I'm able to work at the top of my practice and do the best for my patients, alongside a great group of health care professionals.
- **Dr. Woolnough:** It's a true pleasure to help children and their families. My job is great because of my team of six pediatricians, nurses, and clinic office manager – we all work together to deliver the best care possible. All our pediatricians have their areas of expertise which means patients don't have to travel far to access specialty care.
- **The midwives:** There are a lot of reasons, but the short answer is – this is who we are. We also love meeting patients and their families, who come from all walks of life.

Local destination that's close to your heart?



Dr. Akula: Tony Rose Memorial Sports Centre and Alder Recreation Centre



Dr. Kahn: Belfountain Conservation Area



The midwives: Greystone's Café



Dr. McKinnon: Mansfield Outdoor Centre



Dr. Woolnough: Spirit Tree Cidery

Photo Credits

1. County of Dufferin
2. Credit Valley Conservation
3. Town of Caledon
4. Town of Orangeville

Interviews have been edited and condensed.

Volunteers

The mighty team of volunteers at Headwaters makes a tremendous difference in supporting patients, loved ones and staff through a variety of ways.

Headwaters Health Care Auxiliary

Over the years, volunteers have played a supporting role to staff and patients in many areas in the hospital. We also support Seconds Count thrift shop and run the Pulse Café and Gift Shop in the hospital. Not only do our volunteers provide valuable help and support to staff and patients but their presence in the hospital helps make their experience a little bit brighter.

Nadine Walters,
Volunteer Lead

Mike Carter,
Auxiliary President

Favourite Tourist Destinations:

Seconds Count Thrift Shop,
Pulse Café Gift Shop, and
The Grange Park



Favourite Tourist Destination:

Island Lake
Conservation Area



Patient and Family Advisory Partnership (PFAP)

The PFAP is a crucial group of individuals who advocate for ways to transform our culture, collaborate with patients and loved ones, create effective partnerships, and improve quality, patient safety, and patient health outcomes. Partnering with PFAP has long-term value in shaping the future of our hospital and patient experience.

Adriana Delfino,
Patient and Family Partner

Photo Credits

1. Credit Valley Conservation
2. Town of Orangeville

Spiritual Care

The Spiritual Care program provides opportunity to find hope, meaning and purpose for patients, family and staff at Headwaters. We are a team of 20 active, non-denominational Spiritual Care lay volunteers who visit patients, staff and family at the hospital on a rotational schedule each month. With the reintroduction of the on-call list this year, we are now able to assist patients and staff during times of need with the listening and supportive presence from a Spiritual Care volunteer.

Diane Lawson (Retired),
Spiritual Care Coordinator

Juliann McArthur,
Manager, Patient Relations and PFAP



Favourite Tourist Destination:
Dufferin County Forest



Favourite Tourist Destination:
Orangeville Farmer's Market

TeleCheck

TeleCheck's volunteers make daily morning and afternoon safety calls to more than 240 adults over the ages of 50 in our community, seven days a week, 365 days a year. Last year, our volunteers made over 70,000 calls and contributed over 8,000 hours of their time.

TeleCheck was established to build bridges of connection and create a sense of community for older adults by reducing isolation and loneliness through regular calls. The staff and volunteers work together to ensure a unique and personal connection for each member, which enriches social connection and a sense of belonging.

Jennifer McCallum,
Manager, TeleCheck

Friendship Gardens

The focus of Friendship Gardens is to build and maintain more than 20 gardens surrounding the patient rooms and more than 400 trees throughout the hospital grounds. Patients, staff and visitors greatly benefit from the beauty and peace of these gardens. We work with Credit Valley Conservation to choose and plant saplings that will thrive in our soil, high winds and high level of salt.

We are supported by volunteers who work in the gardens and grounds, and people and businesses who donate product or labour.

Lynn Sinclair-Smith,
Friendship Gardens Coordinator



Favourite Tourist Destination:
The Friendship Gardens

Financials

As part of our commitment to making every dollar count for our patients and community, the following information summarizes Headwaters' financial results for the fiscal year ending March 31, 2023.

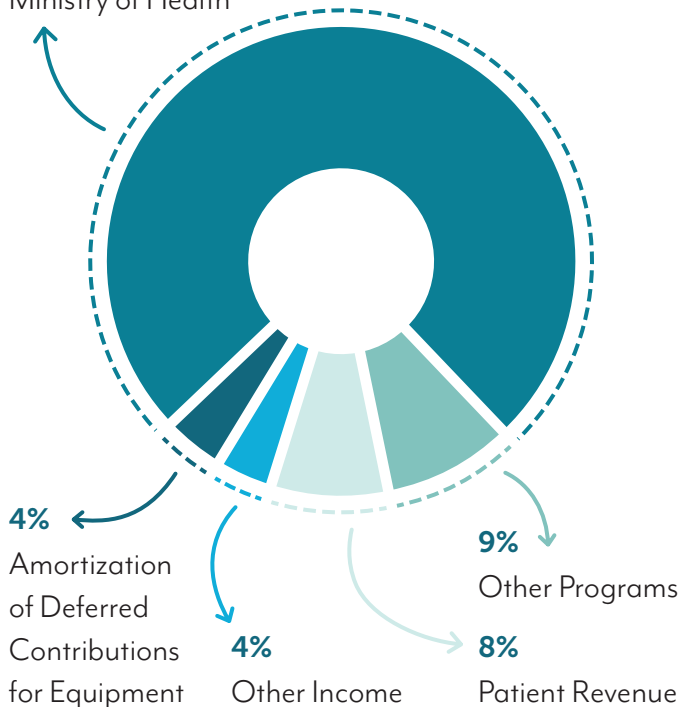
The hospital was in a surplus position of \$1.4M for the year ended March 31, 2023, before negotiated compensation adjustments for the Provincial Bill 124 and pay equity were applied. As a result, a compensation liability of over \$2.4M was accrued to address this pressure, and the hospital reports an overall deficit of \$1M.

Revenue \$97.2 million

Revenues increased by \$1.76M or 1.8 % from the previous fiscal year, which relates primarily to increases in base funding, new one-time investment, Oncology drug rebates and additional surgical funding due to increased surgical volumes.

75%

Ministry of Health

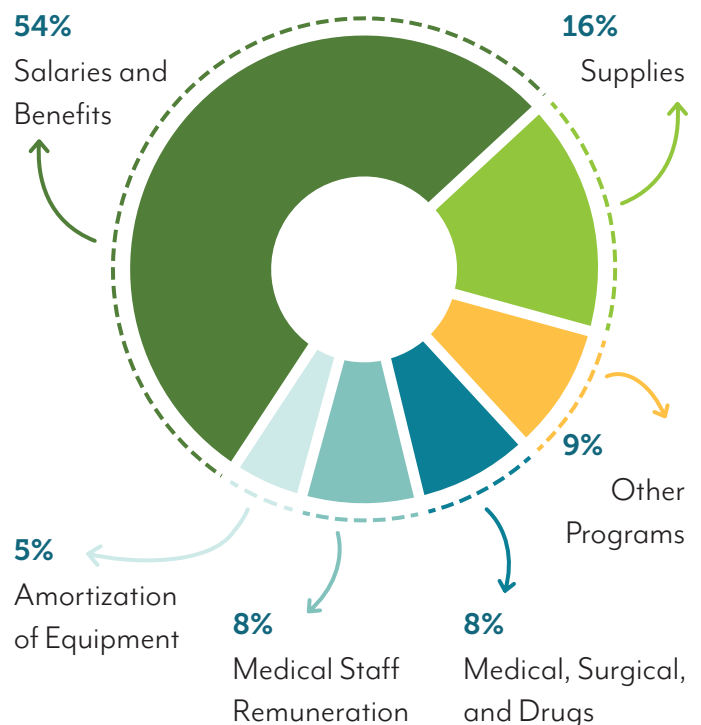


Expenses \$98.2 million

Total expenses increased by \$4.41M or 4.5% due to higher than usual inflation, impact of the Provincial Bill 124 and a large pay equity award, as well as increased costs associated to returning to pre-pandemic operational and patient volume levels.

54%

Salaries and Benefits



Financial statements are available online

To view the audited financial statements, please visit headwatershealth.ca

By the Numbers

Statistical data about
Headwaters for the year
ending March 31, 2023.

Emergency Department Visits:

36,374

Day Surgeries:

4,862

Inpatient Surgeries:

819

Dialysis Visits:

4,254

Telehealth Visits:

115

Outpatient Visits:

18,606

Babies Delivered:

900

Physicians,
Dentists and
Midwives:

198

Medical
Students:

22

Staff:

804

Volunteers:

177

Beds:

86

Oncology
Consultations:

1,481

Lab Tests
(excluding DI):

322,767

Chemotherapy
Treatments:

1,192

Diagnostic
Imaging (DI) Tests:

69,489

Governance

Thank you to our senior leaders, Board of Directors and physician leaders who provide oversight in making strategic decisions, ensuring we provide quality care, safeguarding our financial well-being, and staying abreast of health care best practices. They are a group of dedicated and dynamic people who help support health care in Dufferin County-Caledon.

Board of Directors

Adrian Bitá

Director

Janice Cockburn

Director

Kim Delahunt

Secretary

Barbara Fitzgerald

Director

Dr. Harpreet Grover

Vice-President, General Medical Staff

Melodie Mason

Director

Gerry Merkley

Director

Nim Nadarajah

Director

Dr. Hugh O’Brodivich

Board Chair

Greg Pope

Treasurer

Craig Reynolds

Director

Dr. Mercedes Rodriguez

President, General Medical Staff

Shelley Scriver

Vice-Chair

Jenifer Terry

Director

Ed Upeniéks

Foundation Representative

Dr. Grace Wang

Vice President, Medical Affairs and Chief of Staff

Executive Leadership Team

Kim Delahunt

President & Chief Executive Officer

Frances Duiker

Vice President, People, and Culture

Annette Jones

Vice President, Patient Experience, Health Integration, Chief Nursing, and Health Disciplines Executive

Cathy van Leipsig

Vice President, Corporate Services & Chief Financial Officer

Dr. Grace Wang

Vice President, Medical Affairs and Chief of Staff

Foundation Board of Directors

Jennifer Crewson

Director

Kim Delahunt

President & Chief Executive Officer,
Headwaters Health Care Centre

Bill Duron

Vice Chair

Al Frittenburg

Director

Sandra Hartman

Director

Shawn Long

Director

Susan McCutcheon

Treasurer

Stephanie Milone

Director

Dr. Hugh O'Brodovich

Hospital Representative

Tim Peters

Past Chair

Tony Pringle

Director

Christopher Stewart

Director

Anne Thompson

Director

Ed Upenieks

Board Chair

Joan Waechter

Director

Kathy Yardley

Director

Medical Advisory Committee

Kim Delahunt

President & Chief Executive Officer

Dr. Harpreet Grover

Vice-President, General
Medical Staff

Dr. Basem Hafazalla

Chief of Obstetrics & Gynecology

Annette Jones

Vice President, Patient Experience,
Health Integration, Chief Nursing
and Health Disciplines Executive

Dr. Jeff McKinnon

Chief of Medicine

Dr. Dan Mozeg

Chief of Diagnostic Imaging

Dr. Mark Murphy

Chief of Anaesthesia

Dr. Neal Riekenbrauck

Chief of Emergency Medicine

Dr. Mercedes Rodriguez

President, General Medical Staff

Dr. Ray Seto

Chief of Surgery

Dr. Navroop Singh

Chief of Family Practice

Dr. Grace Wang

Medical Advisory Committee
Chair Vice President, Medical
Affairs and Chief of Staff



Thank you for your continual support

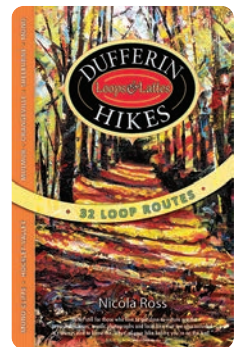
Headwaters Health Care Centre is an innovative hospital located in Orangeville, Ont. dedicated to quality patient-centred care together with our community in Dufferin County-Caledon.

In addition to providing acute and complex continuing care with a 24/7 Emergency Department, and extensive Ambulatory Care outpatient services, Headwaters is accredited with Exemplary Standing by Accreditation Canada, certified as a Breast Assessment Centre by the Ontario Breast Screening Program, and will be offering MRI services in the near future. Headwaters is also a proud partner in the Hills of Headwaters Collaborative Ontario Health Team.

Special thanks to the Patient and Family Advisory Partners who provided editorial review: Adriana Delfino, Carol Lee Hubert, and Juliann McArthur.

SHARE FEEDBACK

Please complete a short survey to tell us what you think about the 2022 – 2023 Annual Report. Survey participants can enter a random draw to win a copy of local outdoor enthusiast Nicola Ross' Loops and Lattes hiking guide.



100 Rolling Hills Drive Orangeville, ON L9W 4X9

Phone 519.941.2410

Website headwatershealth.ca



@headwatershcc

HILLS of
HEADWATERS
COLLABORATIVE



Ontario Health
Central