



*Advancing Understanding.  
Improving Lives.*

*Avancer la compréhension.  
Améliorer la vie.*

CENTRE for MENTAL HEALTH CARE  
CENTRE de SOINS de SANTÉ MENTALE

# Strategic Plan 2014 - 2019

*Good Things continue...*





# Mission

We are a Catholic hospital committed to providing excellence in specialized mental health and addictions services grounded in research and education and guided by faith-based values.

# Values

## CARING

We will treat every person with compassionate sensitivity.

## RESPECT

We will recognize the inherent worth of every person and treat them with courtesy.

## INNOVATION

We will be creative and discover and apply new knowledge.

## ACCOUNTABILITY

We will be ethical, transparent and responsible for our actions and results.

# Vision

As an inspired organization, we will change lives by leading the advancement and delivery of compassionate care.

In May 2011, Waypoint unveiled a new name and its first Strategic Plan as a public hospital under the promise statement “Advancing Understanding. Improving Lives.” Three years later, we were pleased to report the majority of initiatives were either completed or well underway.

As this new plan is launched in June 2014 we are also celebrating the successful move into our new forensic mental health hospital and campus expansion. Much progress has been made on our Clinical Services Plan and the strategic plans for Research and Academics, Human Resources and Information Systems thanks to the efforts and dedication of our board, staff, volunteers, patients, families and partners.

In 2012 our first fundraising and awareness strategy was launched under a theme coined by a Waypoint employee, Good Things Happen Here. Our refreshed 2014-2019 Strategic Plan focuses on these Good Things continuing. The strategic directions remain much the same with updated statements for the People We Serve and Research and Academics. Our objectives reflect the next phase of the formal adoption of the recovery philosophy and focus on staff well-being, financial stability, strategic partnerships and further development of the Waypoint Research Institute.

In this strategic plan we hope our patients, families, staff and partners will all see how their input and activities are embedded in the priorities of the hospital. Thank you for walking together with us on our journey to provide excellence in mental health and addiction services.

Carol Lambie, President and CEO

Betty Valentine, Chair, Board of Directors



# People We Serve

We will collaborate with our patients in the provision of expert services that foster healing and inspire hope.

## Our Objectives

- Engage patients as partners at all levels to improve the patient experience
- Embrace culturally competent care
- Increase advocacy and community understanding of mental health
- Improve access to mental health and addiction services
- Improve the quality and safety of care



## Our Actions

While the change in words seems minor, changing our focus to work with our patients as partners represents an important step in continuing the formal adoption of the recovery philosophy. Our actions include:

- Collaborating with patients, families and stakeholders on the development and implementation of a patient and family engagement plan
- Furthering the clinical services plan and studying its impact with emphasis on culturally competent care, re-designed outpatient services, integrated concurrent disorder programming and restraint minimization
- Improving the patient experience through the implementation of an electronic health record
- Continually monitoring and evolving clinical treatment and care and beginning Master Plan improvements to regional hospital patient care areas



## Measuring Our Success

Our clients will tell us how we are doing in an annual survey, with our goals including improving how they rate the care they receive and whether we are respectful of their needs. We will promote awareness and reduce stigma. Goals for improving access and ensuring quality and safety include improvements to outpatient wait times, acute medication use and restraint use. Waypoint is proud of its Accreditation Canada exemplary status and will strive to maintain this quality measure.



# People Who Serve

We will promote a safe, positive and innovative workplace where staff and volunteers are engaged and individual and collective achievements are celebrated.

## Our Objectives

- Enhance employee engagement
- Expand our caring culture to support staff wellbeing
- Enhance leadership capacity
- Promote a healthy and safe work environment

## Our Actions

A refreshed human resources strategic plan and updated organizational structure will guide our efforts to ensure the people who serve feel supported and cared for every day. Our actions include:

- Implementing the Mental Health Commission of Canada National Standard on Psychological Health and Safety in the Workplace
- Listening to our staff and gaining their input through employee engagement surveys and annual action planning focused on a caring culture
- Maintaining momentum on physician recruitment and retention
- Ensuring change management and leadership development programs are in place to build our team to meet the needs of today and in the future

## Measuring Our Success

We will strive to improve our overall score for employee engagement annually, continually adding and enhancing opportunities to participate in decision making. Our actions will help increase the number of employees who feel supported by their leader. We will set goals each year to ensure our focus on health and safety is lowering the number of workplace safety incidents so our employees are healthy and at work providing the expert care and compassion we are known for.



# Corporate Performance

We will foster a culture of accountability by leveraging best practices and informed decision-making.

## Our Objectives

- Ensure fiscal sustainability
- Cultivate a unified organization
- Improve the quality and availability of information to guide decision-making
- Optimize physical environment

## Our Actions

The next five years will continue the journey we began after becoming a public hospital. We will work with the Ministry of Health and Long-Term Care and the North Simcoe Muskoka Local Health Integration Network to ensure the hospital has the resources needed for quality patient care and the new responsibilities we face with the successful opening of our new 200-bed forensic mental health hospital. Our actions include:

- Supporting and engaging in health system funding reform along with our provincial partners
- Seeking fundraising support for patient care improvements and a new Master Plan
- Embedding our values in our actions and formalizing the ethical decision making process
- Continuing a focus on informed decision making supported by the next steps in our Information Systems Strategic Plan
- Achieving our strategic directions through a focus on project management, quality improvement and consistent strategy execution

## Measuring Our Success

A balanced budget is our goal to ensure a sound financial position. With the community's help the hospital also strives to meet an annual fundraising goal. Meeting annual targets for technology including the implementation of an electronic health record and redevelopment milestones will ensure progress is being made on our infrastructure.



# Partnerships

We will be an effective partner, seeking out opportunities to improve care and services, build knowledge and enhance system capacity and sustainability.

## Our Objectives

- Develop partnerships and networks to achieve our strategic goals
- Be a leader
- Build system capacity to address social determinants of health

## Our Actions

In today's health care environment all hospitals, community organizations and services are in various stages of discussion about partnerships. Waypoint will continue to be a supportive partner furthering its commitment to strong regional, provincial and broader relationships benefitting patients and aligning with our strategic priorities. Our actions include:

- Developing a partnership strategy to align with Waypoint's Catholic hospital mission and vision of changing lives through the advancement and delivery of compassionate care
- Continuing our role in the Mental Health and Addiction Quality Initiative as well as pursuing other system leadership opportunities
- Using our mental health and addiction expertise to lead North Simcoe Muskoka LHIN planning, and being engaged in our partners' work as board and committee members
- Focusing our voice on housing, employment and other social determinants of health that we know will make a difference to our patients and clients

## Measuring Our Success

We will continue to set goals to develop formal partnerships aligning with our strategic goals.

Our staff will be encouraged to share their expertise broadly on boards and committees.

We will know our efforts in advocating for housing are effective as we see the number of our own hospital patients waiting for supportive housing decrease.



# Research and Academics

We will advance a research strategy to increase integration of research excellence with clinical services and improve clinical care.

## Our Objectives

- Expand scope of the creation and translation of new knowledge focused on our strategic objectives
- Enhance profile of academics

## Our Actions

With the successful launch of the Waypoint Research Institute and re-establishment of an annual conference in June 2013, the Research and Academics team is poised to expand its interdisciplinary focus, enhance knowledge translation and implementation of new initiatives. We will use an innovative approach to recruit post-doctoral researchers and others, continue to build our academic profile. Our actions include:

- Executing plans for more involvement by psychiatrists and all disciplines in research
- Finalizing and using clinical program indicators to support patient care and treatment quality improvements
- Inviting partners to share in our knowledge translation at our annual conference and research and academic seminars
- Formalizing new, and leveraging existing academic partnerships

## Measuring Our Success

We will continue our previous success by annually setting targets for the number of peer reviewed publications and peer reviews we conduct. Goals have also been set to increase our grant applications and the number of academic appointments by Waypoint staff.



# good things happen here

Inspiring hope and improving lives for the one in five people experiencing mental illness is our priority. As Simcoe County and Muskoka's regional hospital for mental health and addiction care, Waypoint's highly trained and experienced staff serve residents from Midland, Penetanguishene, Barrie, Orillia, Collingwood, Parry Sound, Muskoka and surrounding communities. Within these communities Waypoint walks with patients and clients on their journey to recovery. Six regional mental health and addiction specialized inpatient programs serve the needs of adults and seniors, along with a variety of outpatient services for people of many ages, from youth to seniors.

Waypoint is also home to the province's only secure forensic mental health hospital. Forensic mental health programs are providing assessment or treatment for those with a severe mental illness who have come into contact with the law. In the spring of 2014 forensic mental health patients moved into the brand new Atrium Building that has been under construction for the last three years. Patients, families and staff now experience a welcoming and modern hospital environment. This major redevelopment project includes a campus expansion with a new pool, gym and conference centre available for patients and community use.

As one of four stand-alone speciality mental health centres in the province, Waypoint's role includes clinical care and leadership, education and teaching, research, and a focus on advocacy to advance understanding of mental illness. The hospital is also home to the Waypoint Research Institute, formally launched in June 2013, which has been built on almost 40 years of internationally recognized research through the former research department.

Understanding mental illness includes the recognition that those in need of mental health care and treatment are our family members, friends, neighbours and colleagues. Waypoint's new Strategic Plan focuses on continuing to make Good Things Happen and defines the next five years of our work. The strategic directions are the foundation of our Corporate Balanced Scorecard which can be found on our website: [waypointcentre.ca](http://waypointcentre.ca).

