

Sharing the GOOD THINGS

A newsletter for our community about the good things that happen here

March 2023

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Dr. Nadiya Sunderji
President and CEO

Together we are inspired to continue to serve, discover and lead

I am thrilled to introduce Waypoint's five new Enabling Plans that identify our specific directions as we advance our Strategic Plan 2020-2025 goals of Serve, Discover and Lead. For the first time, we have integrated the five plans to create opportunities for deeper synergies and collective ownership, and ensure the

highest impact for patients/clients and families, staff, partners and the communities we serve.

When I started as President and CEO in June of 2022, I shared my desire to foster the "Waypoint Way" of being servant leaders, working collectively with partners, sharing our expertise and other resources, nurturing our staff to learn and grow within Waypoint, and centering on the best interests of our patients/clients and communities. These attributes were validated throughout the many conversations and consultations that informed the Enabling Plans and are embedded throughout the plans.

As the health care system transforms, our new Clinical Services Plan, Quality, Risk and Safety Plan, People Plan, Digital Health Plan, and Research and Academics Plan all respond to this challenging but exciting time as we continue to lead the advancement and delivery of excellent and compassionate care for and with those experiencing mental health and addictions, as well as frail seniors and their caregivers.

What excites me most is how these plans were informed by so many people bringing diverse and valuable forms of expertise and experience – from our own staff during months of listening tours and participatory dialogue, patient/client and family experience leaders who have lived experience of mental health challenges and service use, our board of directors, valued partners, and experts and innovators in the broader health system. This extensive input gave us four motivational themes cross-cutting our plans that reinforce our commitment to partnership and collaborative leadership, inspire us to become a learning health system, focus our efforts on equity, diversity, and inclusion, and compel us to expand our reach and impact as a 'Waypoint without walls'.

We are so very thankful to everyone who gave support and ideas to enable us to think broadly, respond to challenges and be ready for new opportunities, and ensure we have the best possible outcomes and experiences for our patients/clients, partners and team members.

I am grateful for the dedication and expertise of our staff and partners to take us into the future and I look forward to our collective learning and growth, and to reporting on these efforts throughout the next three years.

Clinical Services Plan

Lead, inspire, and advance high-quality integrated care in mental health & addictions and specialized geriatric services

Clinical services are at the core of what we do at Waypoint. They are the primary way we contribute to better overall health and well-being for people living in our region and across the province. As we plan for the future, we must reflect on where we're doing well to meet the needs of our patients/clients, their families, our team, our partners, the region and the province. At the same time, we want to better understand the gaps and opportunities for improvement in our work.

Waypoint is uniquely positioned in our regional and provincial contexts. Our specialized areas of expertise in mental health & addictions, forensics, and geriatrics along with our central geographic location present us with several opportunities to lead, inspire and advance high-quality integrated care through our clinical services plan. We want to ensure we're focusing our knowledge and resources to create the greatest value for our patients/clients and their families. This includes considering the types of services we provide, how we deliver care, and the different ways we can support and build capacity with our partners to better integrate and align our efforts toward shared goals.



Rob Desroches
Vice-President Clinical
Services and Chief
Operating Officer

The overarching goal of this plan is aspirational, yet achievable: advancing population health by building system capacity, nurturing partnerships and integration, championing health system transformation, encouraging innovation, promoting equitable care, and being leaders in clinical excellence.

We will approach our strategic directions and objectives through a learning health system lens, taking a participatory approach, gathering input from people with relevant experiences and perspectives, ensuring our work is evidence-based, and by leveraging best practice, research, and data to inform what we do.

We will continue to advance clinical service excellence and quality care within our inpatient, outpatient, community, and regional services.

This direction will help us achieve the quintuple aim of the best experiences and outcomes for patients/clients and families, delivered as equitably and efficiently as possible, from a workforce that is well-skilled and supported to deliver that care. This will push us to operate as a learning health system, supported by high quality data, evaluation, and research to make evidence-informed decisions.

We will 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.

Through these partnerships, and by leveraging Waypoint's resources and expertise, we will build further system capacity. We are fortunate that we are not starting from scratch in this regard. Waypoint has a history of building successful partnerships that have driven meaningful changes for patients/clients and their families. We will work to ensure our patients/clients receive the right care at the right time in the right place by working collaboratively within our regional expert networks.

We will also lead and support the development of integrated systems of care and integrated care pathways. Waypoint is in a position to help lead the development and implementation of several of these systems and pathways. This is made possible by our deep knowledge and expertise, the clinical services we provide, and the system relationships we have built through our regional expert networks. Where appropriate, we will take a lifespan view in these areas, continuing to build our expertise as well as nurturing relationships with service providers across the age continuum.

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Research & Academics Plan

Advance Waypoint's system leadership through research and academics



Dr. Bernard Le Foll
Vice-President Research
and Academics and
Chief Scientific Officer

There is a strong desire and aspiration to see Waypoint become a centre of excellence in research and academics. Our Research and Academics 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.

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.

Expanding partnerships between the Waypoint Research Institute and other academic partners, including mental health partner hospitals, will leverage the strengths of each organization involved to achieve our shared purpose of providing innovative and evidence-based care, and will help ensure we have the appropriate infrastructure and supports in place to be successful. There is an opportunity and need to fully integrate research across the organization, to support and enhance clinical and system transformation efforts both within and outside our walls.

We will continue to build the organization's infrastructure and capacity to conduct patient/client-oriented and clinical research. Patient/client-oriented research is about engaging patients/clients and families as partners in the research process to ensure that studies focus on patient/client-identified priorities, which ultimately lead to better patient/client outcomes.

We will become a national and global leader in forensic mental health research. Since Waypoint is the only high secure forensic mental health program in the province and has a rich history of research in forensic psychiatry, the organization is uniquely positioned to lead forensic mental health research on a national and global scale. Waypoint has made a historic \$1M investment in our first funded research chair position, in partnership with the University of Toronto, to enable a leap forward in forensic mental health sciences, including by developing national and international collaborations, producing high-impact publications and presentations, and fostering collaborations within the academic milieu of the Waypoint Research Institute. This plan pushes us to build on our knowledge and expertise advancing the delivery of safe and effective care to this highly specialized and unique population.

We will strengthen the academic learner portfolio by expanding and optimizing our participation in professional education to prepare our current and future workforce to better meet patient/client and population needs.

Over the next three years, we want to become more intentional about partnering across and beyond the organization to support the uptake of evidence-based practice as well as the evaluation of our care improvement efforts. This approach encourages inquiry right at the point of care delivery, and encourages us as researchers to fully immerse ourselves in the field. The existing arrangement of our high secure provincial forensic clinical units creates a natural opportunity for randomized clinical trials exploring the real-world effectiveness of treatments and quality improvement and patient and staff safety interventions. This will demonstrate the impact of our research and teaching and spur new and exciting collaborations that could produce better outcomes for our patients/clients.

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Digital Health Plan

Use data analytics and technology to optimize operations and care delivery

The digital landscape of Ontario's health care system has evolved rapidly in recent years and we've seen significant attention on the potential of data to help us work more effectively and efficiently in our sector, and the possibilities for digital technologies to enable us to do more with the resources we have.

In the coming years, we will work to build on and expand the digital resources, structures, and processes, as well as the knowledge and skills, that will enable us to communicate and engage more effectively with each other and draw meaningful insights from real-time information to make evidence-informed decisions. These intentions align with the emerging priorities of the Ontario Health Mental Health and Addictions Centre of Excellence, which includes a data and digital focus to advance evidence-based service planning, data-driven investments, monitoring of patient/client and system outcomes, performance management, and transparency and accountability.

The Digital Health Enabling Plan will enable the organization to deliver high-quality care driven by evidence and data and supported by technology and innovations where appropriate.

We will combine our skills and expertise as a mental health, addictions, and specialized geriatric services provider with the application of high-quality data to evolve into a learning health system that enables integrated care and quality improvement through an agile and iterative process. By focusing on how data is collected, analyzed, and applied, we will lay the foundation for a learning organization that implements evidence-based process improvements to support the achievement of excellence in mental health and addictions and specialized geriatric services.

In the execution of this plan, Waypoint must focus on the collection of meaningful, high-quality data and promote a people-powered culture that is rooted in evidence-based decision-making. A heightened focus on quality data and predictive analytics will serve as a potential differentiator for the organization, creating an opportunity to support innovative research and promote best practices on a local, regional, provincial, and national scale.

We will optimize and integrate digital and data solutions. Before we consider acquiring new solutions and integrating new technologies, we must ensure we have a solid foundation to build from, starting with understanding and aligning what we currently have, while identifying gaps that can guide our future work.

We will work collaboratively with partners to become the data and digital backbone for mental health and addictions and specialized geriatric services in the region. As we work toward more integrated care regionally and provincially, digital capabilities and alignment will be critical.

We will improve patient/client access to both their health information and care through patient/client-facing solutions, being thoughtful and intentional in how we advance this area. We serve a diverse community and some of the province's most disadvantaged individuals. We will maintain an equity, diversity, and inclusion lens in this work, ensuring that equitable patient/client outcomes continue to be paramount.

Rather than seeking short-term technological solutions, our digital health strategy focuses on refining our workflows and processes in the context of both our operations and care delivery. This supports organizational readiness to embrace novel approaches to serving our patients/clients, taking a thoughtful approach to identifying how digital tools, technologies, and practices will move us forward in the present and prepare us for the future, with a particular focus on enhancing the experiences of our patients/clients and families, staff, partners, and the broader community.

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Amy Timmons
Deputy Chief
Financial Officer



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Quality, Risk and Safety Plan

Drive clinical excellence through a learning approach, grounded in evidence-based standards of care, empowered expert staff, and co-designed through a voice of lived experience



Linda Adams
Vice-President Patient
Experience and Chief
Nursing Executive

Waypoint's Quality Risk & Safety Plan underscores our commitment to a high-performing culture – one sustained through continuous and measurable quality improvement, energized by highly skilled staff, inspired and guided by people with lived experience, and supported by the right structures and processes. This plan advances our continuous improvement culture, which enables the ongoing provision of high-quality and safe care and service. To that end, the plan was developed with the patient/client, family, staff, and organizational needs and outcomes in mind.

We aim to foster a culture that supports quality and continuous improvement, enabled by strong staff participation. We will focus on creating an environment in which skilled expert staff use evidence-based practices and are supported by user-friendly practice support documents, including policies and procedures, as well as by change champions and mentors, and leader standard work including huddles.

Our success depends on accelerating a data-driven approach to clinical service delivery, adoption of evidence based practices, clinician expertise, and supportive quality structures that empower our staff to employ rapid improvement cycles. Integrating clinical data to inform their decisions, applying evidence-based practices, and implementing quality improvement strategies to test and learn will empower a dynamic workforce while supporting better and safer patient care and outcomes and safer environments for patient/clients, families, and staff.

We will drive quality improvement and patient and staff safety through evidence-based approaches. Foundationally, this direction includes thoughtful use of high-quality data, rigorous outcome measurement, and supportive quality structures across the organization. At maturity, Waypoint staff will routinely combine using data, external information and best practices to demonstrate a positive impact on patient/client outcomes and provider experiences.

We will build capacity and create empowering environments for our people to deliver high quality care. Over the next 3 years, we will implement a variety of quality standards to support the advancement of new models of care internally and externally. Internally, for each clinical program and the unique population it serves, we will standardize care processes with clear individual and team accountabilities, measured by patient/client-oriented outcomes and other quality and performance measures. Externally, we will facilitate the creation of integrated care models that help smooth patient/client journeys through recovery and across the lifespan. In doing this work, we will be mindful of the unique needs of staff, from novice to expert, and ensure that everyone is equipped with the knowledge, skills, tools, and resources they require to provide high-quality care to our patients/clients. We bolster this training and education with ongoing learning to empower our people to perform their duties with caring, compassion, competence, and confidence.

We will evolve the structures needed to support continuous quality improvement and safety initiatives. These approaches will demonstrate our continued commitment to listening, learning, and applying evidence to improve the quality of care, address inequities, and reduce risk and harm to build trust and support sustained change.

To successfully advance our goals in this post-pandemic context, we want to carefully balance a need to get “back to basics” with the need to innovate and advance Waypoint as a leader in the broader mental health, addictions, and specialized geriatric systems in the provision of quality and service excellence.

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People Plan

Establish Waypoint as an employer of choice for skilled and diverse talent

Our people are at the heart of everything we do. A strong people strategy is essential to ensuring that we deliver on our commitment to providing exceptional person-centered care. Our People Plan was curated with consideration of the complex and dynamic external health care landscape that shapes us, as well as our changing internal environment. It serves as a roadmap towards achieving our vision of becoming an employer of choice, where staff, physicians, clinicians, trainees, and volunteers look forward to coming to work every single day.

To drive this aspiration, our efforts must be focused on improving our recruitment, retention, and leadership development strategies, as well as fostering a psychologically safe environment for our staff. This will enable us to deliver and support the evidence-based and compassionate mental health and addictions and specialized geriatrics care that our patients/clients and their families expect and deserve.



Demetrios Kalantzis
Vice-President People,
and Chief Human
Resources Officer

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Our people are our greatest asset. The pandemic, along with an increasingly aging population has put enormous pressure on health care workers across Canada. We acknowledge the sacrifices that our staff make every day, dedicating their lives to providing and supporting excellent and compassionate care.

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We are making a conscious and concerted effort to become even more focused on caring for our people and fostering their well-being, which is vital to developing a resilient Waypoint. To us, employee well-being is about building a culture of holistic wellness including physical, emotional, career, community, and purpose. A healthy and inspired workforce allows us to serve our patients/clients and provide them with the best care possible.

Over the next few years, we will advance equity, diversity and inclusion as priorities to ensure that we treat each other fairly and that all staff have opportunities to thrive and feel a sense of belonging. Breaking down the barriers and fostering skilled talent will help ensure we reflect the communities we serve. We recognize the importance of having an inclusive, participatory dialogue with diverse perspectives at the table and acknowledge that it is an integral element for our success moving forward.

We will enhance employee experience and organizational health and wellbeing, pushing us to focus on retention and ways to improve the day-to-day experience and long-term growth of staff while fostering a culture that values physical safety and mental health equally.

We will intensify recruitment efforts to attract highly sought-after skills and talent, working towards becoming an employer of choice and growing our profile as collaborative leaders in the community and health care system to instill pride in our existing staff and position us well as we look to recruit new employees and retain talent.

We will work proactively across all areas of the organization to identify emerging human resource needs, addressing challenges in our clinical and non-clinical areas with the appropriate techniques for each to improve staff experience while meeting the organization's strategic needs.

The overarching aim of this plan is to cultivate an empowered, accountable, and healthy workforce that dares to innovate. We want to ensure that we have an inspired workforce with the appropriate skills and capacity to help us deliver on our strategic goals. This plan aims to strengthen, energize, and empower our workforce by providing staff with the tools and resources they need to provide and/or support safe, quality, and culturally informed care, with an emphasis on cultivating an environment for staff to excel in their roles, enabling them to thrive and strive towards individual and collective goals. The ultimate goal is to create an environment where staff are happy, healthy, and proud of the work they do together every day.

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BECOME A MONTHLY DONOR

A great way to support mental health and recovery at Waypoint year round is to become a monthly donor. Join a community of givers whose monthly gift provides reliable funds for essential hospital equipment purchases, patient care programs, and leading-edge research.

Giving monthly allows your gift to work harder. Together, gifts large and small change lives. You can help us change the lives of people faced with mental health and addiction challenges.

DONATE TODAY!

www.givewaypoint.com