

2023 – 2028 Clinical Priority Plan

*Quality Patient-centered Care
Together with our Community*



Message from Leadership

We are excited to share our new Clinical Priority Plan for 2023-2028. This plan identifies where we need to grow to best meet the needs of the communities we serve, and defines how we want to continue to improve the care we provide. To develop the plan, we engaged with over 1,000 individuals including staff, patients, volunteers, partners, funders, and our community to hear what they thought our priorities and focus should be. Based on the feedback we need to:

- Ensure care reflects the growing health care needs of the communities we serve
- Optimize how we use our existing infrastructure, and when appropriate, increase opportunities for virtual care
- Further support our staff and physicians with training and education to continue to provide evidence-based, high-quality care
- Work to make the patient experience seamless and with better integration of community-based services and programs
- Expand programs and services that are in high demand, and where necessary, create formal programming
- Strengthen and enhance our partnerships and collaborations with other local health care providers
- Improve information sharing and communication with our communities

To inform our planning, we conducted statistical data analysis of current and historical program and service activity and performance. We also forecasted population growth to shape our understanding of relevant trends and future needs.

Thank you to all who participated throughout the process – you have contributed to the future of our hospital. Over the past year, our team at Headwaters Health Care Centre has made great advancements to ensure we are providing the best possible care for our patients. We launched a new patient portal and implemented automated medication dispensing and packaging units across the hospital. Recently, the Ministry of Health approved operating funds for Magnetic Resonance Imaging (MRI) once our community raises the necessary funds to purchase the MRI and for renovations. As our community needs evolve and change, we understand the need to strengthen and enhance our clinical programs and services to ensure a healthier future for our patients.

As we embark on this new journey forward, our commitment is to provide *quality patient-centered care together with our community*. This plan complements our 2019-2024 Strategic Plan and our vision of One Community, Caring Together.

We look forward to our future, together.



Dr. Hugh O'Brodovich
Board Chair



Kim Delahunt
President &
Chief Executive Officer



Dr. Grace Wang
Vice President of Medical
Affairs
& Chief of Staff



Annette Jones
Vice President, Patient Experience,
Health Integration & Chief Nursing
Executive



Cathy van Leipsig
Vice President, Corporate
Services & Chief Financial Officer

Our Activity

Understanding our current activity at Headwaters Health Care Centre helps us to understand services that are in high demand today. Understanding future needs will also enable us to continue supporting our communities as they grow.



Our Community Needs

Headwaters Health Care Centre is committed to supporting the community through decisions driven by data. Headwaters Health Care Centre serves the geographic region of Dufferin County – Caledon which draws from three major areas including Dufferin County, Wellington County and the Region of Peel.

In 2021, the Dufferin County – Caledon region population was **142,838**. This region is forecasted to grow faster than the provincial average, reaching a combined population of **266,000 in 2041**.



57% of our community receives **emergency care** at Headwaters.



16% of our community are **65 and older** and population growth for this group was the highest category from 2016 - 2021.



44% of our community's residents requiring **pregnancy-related** care come to Headwaters.



91% of our community receiving elective **orthopaedic care** are 50 and older. **82%** of the same age group received emergent or urgent care.



20% increase of **paediatric inpatient transfers**, compared to 2019 - 2020 (60 transfers).



43% increase in **mental health patient transfers**, compared to 2019 - 2020 (90+ transfers).



5,000 patients are sent out of our community for **MRI services** annually.



Clinical Priorities Framework

Our plan is driven by data analysis, community growth projections, and the input of staff, volunteers, patients, partners and funders. Based on community input, the Clinical Priorities Framework consists of both ongoing focus areas, in addition to specific program priorities. Our Clinical Priorities Framework is the blueprint to uphold our commitment to quality patient-centered care together with our community. It outlines the **focus** that all clinical programs and services are expected to advance, as well as the clinical program and service **priorities** for Headwaters Health Care Centre. Recognizing that the health care landscape is always changing, we are committed to pursuing the right opportunities at the right time or pivoting to address changes. Our current focus for all programs and our specific priorities are outlined below.

The Quadruple Aim for All Clinical Programs

All programs and services at Headwaters will focus on: improving patient experience, enhancing population health, maximizing resources and improving efficiencies and optimizing care team well-being. These are the areas of focus we expect all Headwaters Health Care Centre clinical programs and services to incorporate in their day-to-day care delivery, future planning and, when applicable, clinical decision making. These areas of focus align with the Quadruple Aim Framework and are the focus of many health systems and organizations in Ontario, Canada, and internationally.



Clinical Priorities

The following five clinical program and service priorities reflect where we need to focus the most to elevate the care patients need. We will continue to work with staff to progress across all areas of care. Our priorities reflect the most urgent care, programs and populations poised for growth. Our priorities are:

PRIORITIES				
				
Emergency Services	Geriatric Services	Mental Health and Substance Use	Obstetrics	Paediatrics

Clinical Priorities Framework and Next Steps

The Quadruple Aim for All Clinical Programs:

Improving Patient Experience

This means:

- Providing clear, consistent, and quality service throughout the patient journey
- Creating consistent, open communication to collect feedback and share outcomes
- Offering supportive resources that include the right level of information



Enhancing Population Health

This means:

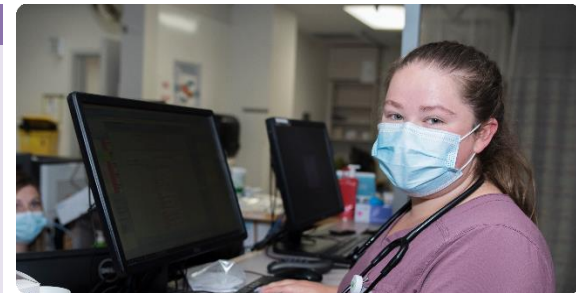
- Recognizing the diversity of our patients and families in our growing community
- Delivering accessible and equitable patient- and family-centered care
- Proactively identifying the needs of our community
- Ensuring appropriate outreach and advocacy for our underserved populations
- Enhancing expertise in and strategies for quality improvement



Maximizing Resources & Improving Efficiencies

This means:

- Leveraging partnerships to effectively utilize resources
- Increasing our digital footprint and supporting virtual care opportunities
- Finding efficiencies to ensure fiscal responsibility
- Completing routine cost benefit analysis to ensure the care plan is sustainable



Optimizing Care Team Well-being

This means:

- Supporting inclusive and diverse teams throughout all areas of care
- Maximizing scope of practice in interprofessional team models and providing team-based care
- Supporting a highly skilled, highly trained and engaged workforce
- Building the capacity of our team and ensuring a sustainable workforce



Clinical Priorities and Next Steps

In addition to the Quadruple Aim for all Clinical Programs, there are five clinical program and service we will focus on to meet growing community needs.



EMERGENCY SERVICES

Today, our Emergency Department (ED) routinely operates at full capacity. We need to expand our emergency services and partnerships. To do this we will:

- Maintain and develop new partnerships in the community
- Support virtual care through virtual offerings
- Improve patient flow and decrease ED wait times
- Optimize existing physical space until an expansion is approved



GERIATRIC SERVICES

There is a growing population of individuals 75 and over. We need to increase service offerings that are tailored to the needs of older adults. To do this we will:

- Enhance partnerships in the community to support the growth of our aging population
- Maintain and support staff skillsets through continuous education
- Explore opportunities to grow clinics and services



PAEDIATRICS

Our team and community understand the importance and complexities of paediatric care. As our younger population is growing, our level of expertise and structure will need to change. To do this we will:

- Build an interprofessional team and strengthen staff skillset through continuous education
- Formalize a program for paediatrics



MENTAL HEALTH AND SUBSTANCE USE

The number of people requiring specialized care for mental health and substance use issues is growing. Our team requires appropriate training and infrastructure to support these needs and ensure we provide quality care. To do this we will:

- Strengthen mental health and substance use crisis support
- Designate a safe space for mental health patients in the ED and on Inpatient units
- Build an interprofessional team and support appropriate training
- Formalize a program for mental health and substance use
- Enhance partnerships in the community to optimally serve this population



OBSTETRICS

Many in our community are seeking obstetric care outside of our facility. Our obstetrics program has capacity to grow and we are dedicated to ensuring this program is best positioned to offer the care our community needs. To do this we will:

- Continue to enhance quality and safety activities
- Maintain and strengthen staff skillsets through continuous education
- Investigate growth of the program and expansion of services

Looking Forward

We are grateful to everyone who helped shape this plan. Our Headwaters Health Care Centre team is excited to embark on our journey that will best serve the health needs of our communities. As a partner, we will also continually improve the care we provide. We have witnessed great accomplishments and clinical advancements at Headwaters Health Care Centre, and we are excited to continue this future success, together with our community.

The Headwaters Health Care Centre’s Clinical Priority Plan is a roadmap for the next five years. We will continue to work with staff, physicians, partners, patients, volunteers and our community to make these priorities a reality.



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You can find out more at [headwatershealth.ca](https://www.headwatershealth.ca) or email info@headwatershealth.ca

Images throughout this publication are of our staff, physicians, and patients as well as the Friendship Gardens at Headwaters Health Care Centre. They are property of Headwaters Health Care Centre.