

Let's Make Healthy  
Change Happen.



# 2024/25 Quality Improvement Plan (QIP)

## Narrative for Health Care Organizations in Ontario



**Trillium  
Health Partners**

Date last updated: February 29, 2024

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

## Overview

Trillium Health Partners (THP) is dedicated to delivering exceptional care and outstanding experiences for patients, families, and visitors. Serving the care needs of the growing and diverse communities of Mississauga and West Etobicoke, THP consistently seeks innovative ways to enhance the quality of its services. Demonstrating our commitment to excellence, THP was Accredited with Exemplary Standing during our June 2023 Accreditation Canada survey, meeting an impressive 2,000 out of 2,007 standards or a score of 99.7%. We take pride in these achievements and are excited to present our Quality Improvement Plan (QIP) for 2024-25. Additionally, we outline objectives to increase capacity and to provide access to innovative care for seniors and their families in Mississauga, including working with Mississauga Health, the Mississauga Ontario Health Team (OHT).

At THP, our pursuit of improvement in quality, access, and sustainability is guided by our quality model, rooted in high reliability, and embedded throughout all processes and services. We prioritize the delivery of an exceptional experience through a focus on people-centered care, evidence-informed leading practices, and innovation, all while maintaining a commitment to excellence and continuous

improvement. Aligned with our strategic plan and commitment to our community, the QIP indicators we have chosen reflect opportunities for improvement across milestones in the patient journey and in all domains of the Quintuple Aim. QIP indicators play an important role in ensuring that our goals are achieved collaboratively, involving all staff, professional staff, volunteers, patients, and their families.



**1,609,522** Patient visits  
↓ 102,176 from last year

**699,069** Outpatient clinic visits  
↓ 129,175 from last year

**1,457** Beds\*  
↑ 101 from last year

**64,944** Surgeries  
↑ 8,400 from last year

**695,674** Diagnostic services  
↑ 20,637 from last year

**214,779**

Emergency visits  
↑ 6,382 from last year

**65,272**

Inpatient admissions  
↑ 1,334 from last year

**8,026**

Births  
↓ 136 from last year

**15,774** People

**11,039**  
Staff

**1,493**  
Medical & Professional Staff

**2,593**  
Learners

**649**  
Volunteers

**2,510** Staff Hired

**935**  
Nurses hired

**370**  
Allied health professionals hired  
(e.g. physiotherapists, pharmacists)

**509**  
Service staff hired  
(e.g. food services)

**267**  
Physicians hired

**Learners**

**1,547**  
Nursing Students

**314**  
Allied Health Students

**732**  
Medical Learners

**950+**  
THP professional staff who are U of T Faculty at various U of T affiliated teaching hospitals

**Research**

**90+**  
Research & Innovation Staff

**139**  
Scientists

**297**  
Publications & Media

**196**  
Ongoing Research Projects

**4,884**  
COVID-19 patients treated  
↑ 1,608 from last year

## Patient/Client/Resident Engagement and Partnering



The delivery of high-quality care and exceptional patient experience is a key priority for THP. We employ a comprehensive approach to developing our action plans by gathering feedback, targeting areas for improvement, and enhancing the patient journey through the analysis of both quantitative and qualitative data. In every significant project and decision-making process, we prioritize incorporating the perspective of patients and their families. Our 10-year 2019-29 strategic plan is shaping the trajectory of THP and emerged from extensive engagement with over 180,000 individuals both within and beyond our hospital boundaries. It mirrors the sentiments of our community and captures their healthcare priorities.

THP's patient and family engagement framework was created as part of our journey to becoming a learning health system and in partnership with the Research Chair in Patient and Family-Centered Care at THP's Institute for Better Health. Patient and Family Partners (PFPs) play a pivotal role throughout the hospital, offering guidance on both corporate initiatives and clinical program planning. Their valuable input extends to recommendations on quality and patient experience, channeled through various avenues such as councils, committees, project teams, focus groups and additional feedback processes. PFPs also hold positions on our Board subcommittees and Senior Leadership Committee, exemplifying their integral involvement. We are committed to expanding this PFP network to ensure ongoing and meaningful engagement from all patients and families that reflects the diversity of our community.

As we advance our strategic plan, we actively engage patients and the community through various means. For example, we have hosted town halls for major transformational initiatives such as Trillium HealthWorks. We regularly connect with patients and their families on improvement opportunities, seeking input on care management through leader rounding. PFPs also play integral roles in QIP working groups, contributing to the review of performance data and shaping action plans. For example, they were involved in the implementation of a real-time digitally-enabled interpretation service. This successful project showed a 225% increase of interpretation services utilization which supports THP's goal of offering language concordant care at every point of care. Our patients also have an opportunity to provide feedback through our digital patient experience surveys and our patient relations process. Feedback received provides opportunities to improve our processes and the patient experience.

THP has implemented MyChart, a secure patient portal that enables patients to access their personal health information, in partnership with our PFPs who were active in co-design, implementation, and evaluation. Connected through Epic, THP's digital health record system, MyChart helps patients be better informed about their health and allows them to have more impactful conversations with care providers, and to have a more active role in tracking, updating, and engaging with their health care information.

## Provider Experience

To better support our teams in delivering high quality care and exceptional experiences, that leaves nobody behind, THP launched Foundations of Clinical Excellence. The goal of Foundations of Clinical Excellence is to build the environment that will empower our people to deliver consistent high-quality care and exceptional patient experience, while fostering wellness and joy, through the development of tools and supports that are based on best practices. Through Foundations, we identified key enabling practices that provide the essential structures, tools, and processes to better support staff and clinical operations, as well as laying the groundwork for future improvement and innovation.



THP continues efforts to modernize its information systems through our OneTHP initiatives. In October 2020, THP went live with Epic, a new digital health record system to create a single point of access to clinical information about patients to improve quality, safety, and the patient experience as the first part of our OneTHP branded initiatives. THP has now officially launched the *OneTHP-One People Experience* initiative that focuses on modernizing information systems that support human resources, payroll, and workforce management including staff scheduling, timekeeping, and absence management. The integration of HR, payroll, and scheduling will provide high-quality, accessible, and accurate data, supporting analytics and informed decision-making for THP's workforce, operations, and people experience. This implementation will improve efficiencies and allow for further standardization of best leader and human resource practices.

Feedback from our people is essential for identifying areas of continuous improvement, influencing the methods we use to deliver exceptional patient experiences, and constructing an inclusive environment that ensures no one is left behind. Acknowledging the significant impact of the COVID-19 pandemic and ongoing capacity challenges on THP staff, we launched the Count Me In: Opinion and Demographic Survey in October 2022, which has continued as an annual initiative in 2023. To address important opportunities uncovered by these surveys, we prioritized the following initiatives:

- In 2022/23, THP recruited and hired over 2,000 staff and professional staff, including 935 nurses, 509 service staff, 370 allied health professionals, 267 physicians, 263 clinical externs, and 71 internationally educated nurses.
- THP administered and implemented general wage increases (GWI) and retroactive payments for all current employees.
- We launched Foundations as a multi-year initiative to enable individuals and teams across THP to deliver the highest quality of care with tools and supports that are based on best practices and anchored in 11 key enabling practices. Some examples of the key enabling practices implemented include new in-room patient whiteboards; THP performance dashboards, which capture and display data our teams can leverage to improve performance; and people-centered care, which is a philosophy of care where patients and families actively participate in their own care in close collaboration and partnership with their healthcare providers.

- We implemented monthly Senior Leader Quality and Safety Rounding as part of Foundations to hear directly from our point of care teams and patients, and ensure input is considered in decision making and planning.

THP initiated a support program that expanded the availability of clinical educators at our hospital sites on evenings and weekends to provide more support for teams with clinical questions. THP's Transition to Independent Practice Support (TIPS) Program provides mentorship and clinical guidance to new and aspiring nurses, helping them transition into practice safety and independently. THP hosted our annual Back to School event in September 2023, offering in-person attendance and a virtual option to ensure inclusive access. We also prioritized the well-being of our teams by offering supports such as a free gym access at Credit Valley Hospital, critical incident debriefs and culture building programming through our Wellbeing team, procurement of a new 24/7 Employee & Family Assistance Program (EFAP) and Computerized Cognitive Behavioural Therapy app peer support, and relaunching our long service recognition award. THP introduced leader-led mandates to reduce unnecessary meetings, enforcing THP's Right to Disconnect policy, and other activities led by volunteers dedicated to ensuring that clinical teams can focus on patient care. THP also focused on advancing wellbeing and experience priorities for professional staff in our organization, including incorporation of professional staff in THP's service recognition program, the launch of a Quarterly Wellness Rounds series, professional staff leadership training on Wellbeing, Engagement and Trauma-Informed Leadership principles and continued partnership with the Professional Staff Association (PSA) to strengthen the Doc2Doc Peer Support program.

## Safety

THP is dedicated to driving continuous quality improvement for the care of patients through fostering a just and safe culture that is anchored in our values and supporting improvement through transparency and fairness. We prioritize providing a safe environment for every staff member, professional staff member, learner, volunteer, patient, and visitor who passes through our doors. At THP, we acknowledge that safety is a shared responsibility, and our goal is to ensure that no one is harmed through an unintended event when receiving care, visiting or working in our hospitals.



Safety concepts are integrated into the annual mandatory training for all THP staff and form a vital component of an inter-professional orientation for new staff. The People Safety team is dedicated to ensuring a safe working environment in keeping with the standards of the Occupational Health and Safety Act. This team works proactively to prevent workplace illness and injury and they support responses to any incidents involving staff. Workplace Violence incidents, which are greater than they were pre-pandemic, are monitored which allows for a timely and supportive response to impacted individuals and to understand the root causes. There is also a Workplace Violence QIP working group, made up of a team of interprofessional clinicians and leaders, that is acting on goals to increase reporting of these incidents and to decrease their impact.

In fall 2022, we conducted the Patient Safety Culture Survey. Based on survey results, *enabling open communication* and *enhancing unit learning culture* were identified as two key opportunities for improvement. To help address these opportunities and create an atmosphere of trust in which healthcare workers are supported



and treated fairly when an issue arises with patient care, THP introduced patient safety rounds called Safety Snippets. These rounds cover a variety of safety topics and advance a just culture by engaging point of care staff and reinforcing education on safety incident reporting and management. THP also introduced *Safety Announcement For Education Thank You (S.A.F.E.T.Y) Huddle Topics* to further promote a just culture. The S.A.F.E.T.Y Huddle Topic tool is used to share learnings from patient safety incidents during program leadership meetings, and unit leaders are encouraged to share with their teams during huddles.

In the event of a patient experiencing harm during their hospital care, our approach involves promptly identifying and reporting the incident, addressing immediate patient care needs, disclosing the occurrence to the patient and/or their substitute decision maker, and conducting a thorough investigation. THP's incident process adheres to the Canadian Patient Safety Institute's Incident Analysis Framework, reflecting our commitment to patients and their families in understanding the details of the incident, identifying contributing factors, and strategizing preventive measures to reduce the risk of recurrence and make care safer for the future. This systematic approach allows us to pinpoint opportunities to enhance patient safety across all our sites.

As part of our patient safety incident review process, patient relations contacts patients and families for feedback, ensuring their voices are integrated into the investigation, which also explores health equity considerations. At THP, we acknowledge the potential stress associated with patient safety incidents and offer extra support to patients and families through connections with our Patient Relations team, while also extending assistance to staff via the EFAP, Ontario Medical Association (OMA) Physician Health Program (PHP), and the THP Professional Staff Association's Doc2Doc Peer Support Program.

## **Access and Flow**

Over the next 20 years, no hospital in Ontario will experience more growth in demand for services than THP. The projected growth rate at THP is seven times more than the average Ontario hospital. By 2041, the community is expected to grow by about one million people, with significant increases in children and youth under age 18 and seniors over age 65.

Efficient access and flow are priorities for THP, directly impacting timely and effective healthcare delivery and ensuring optimal resource utilization, patient satisfaction, and overall operational effectiveness. In partnership with our community partners, we have generated significant capacity for care. In 2023, the THP@Home program was introduced to offer in-home services to transition patients from hospital to home. THP@Home aims to deliver the right care at the right time in the right place – supports are aimed at stabilizing patients with at home short-term services until longer-term in-home and community supports are available or until patient care needs have changed. Additional one-time funding has been received to expand services in the THP@Home program, which is able to connect 14 patients per week with in-home support provided by CANES Community Care. Since April 2023, 203 eligible seniors have returned home through this program, which has helped avoid an estimated 2,500 hospital days and released 11 beds of capacity for acute inpatients.

In November, we activated surge escalation processes to enable access to additional supports from regional and community partners. This new process has helped THP advocate and build relationships with partners. Mississauga Health and the Summerville Family Health Team have partnered to open a temporary paediatric cough, cold, and flu clinic to offer same day appointments for those aged six months to 17 years.

To create a more seamless transition for patients coming from or returning to long-term care homes, THP partnered with PointClickCare and St. Joseph's Healthcare Hamilton to implement *Project AMPLIFI*, which uses

digital health record systems to exchange patient health information between hospitals and LTC homes. Our aim is to connect with all 23 LTC homes to ensure relevant patient health information is shared seamlessly between THP and LTC homes upon arrival and at discharge for a smoother and safer experience for patients and providers.

THP uses a risk-adjusted framework to ensure access and flow are optimized via standard capacity management practices. In the last year, these practices have been further augmented by the addition of a Daily Situational Awareness Touchpoint, which is a key enabling practice within Foundations. The combination of Daily Huddle Notes, Weekly Leadership Touchpoint, Daily Safety/Risk Briefing, and Daily Local Leadership Triad (LLT) Status Exchange will help ensure that patient care services leadership has timely access to the information they need to uphold and enhance patient safety and high-quality care.

Time to Inpatient Bed (TIPB) serves as a key metric within our corporate quality improvement plan, offering insights into hospital patient flow. Numerous factors, such as bed availability, alternate level of care rates, patient demographics, and overall hospital resources can influence TIPB. This metric serves as an indicator of the overarching organizational capacity challenges. In 2023, we established a TIPB QIP working group comprising more than 40 members, including staff, professional staff, and PFPs. This collaborative effort aims to shape the TIPB workplan in alignment with THP's wait time target, using improvement science to guide root cause analysis, idea generation, and a measurement plan. Through this initiative, we aim to ensure the prompt admission of patients to inpatient beds, and effective discharge planning, thereby enhancing overall access and flow within the hospital.

As part of our long-term plan, THP announced Trillium HealthWorks, the largest health infrastructure renewal plan in Canadian history. It includes building The Peter Gilgan Mississauga Hospital, expanding the future home of The Gilgan Family Queensway Health Centre, and adding LTC capacity through Wellbrook Place, operated by Partners Community Health. Trillium HealthWorks will help shape the future of health care for the community and beyond and aims to enhance access and streamline operations for optimal efficiency. It will mean:

- More beds, shorter wait times, and greater specialization closer to home.
- Additional professional staff, nurses, allied health professionals and support staff.
- Improved technology to share information and be more connected.
- Spaces that meet the highest standards of infection prevention.
- Increased access to specialized services to residents in the homes and the community.

## **Population Health Approach**

THP has comprehensive expertise in population health within its embedded research institute, the Institute for Better Health (IBH). Our scientists are trained in and lead population health research and work closely with THP's senior team and clinical leaders to develop a comprehensive approach to measure and monitor health inequities and to work with community and health providers to co-design solutions to address them. Our teams produce regular data reports that reflect the health of our population and contextualize our findings within the demographic, socioeconomic, and geographic variation of our community. In 2023/24, we introduced an inequity measure that reports how service delivery varies across patients in five dimensions of socioeconomic status. We report on the extent services are being delivered equally across these groups and use this information to prioritize activities to address these disparities. We have embedded into our regular performance reporting across all of our clinical programs and share this information with Mississauga Health. We are working with Mississauga Health to make demographic and population health insights for each neighbourhood in Mississauga available to all

members of Mississauga Health and the public, so we all have a common understanding of the community we serve and the health of our community. This will help us all to develop appropriate population health solutions and partnerships together.

In addition, scientists from THP's IBH, in collaboration with Ontario Strategy for Patient-Oriented Research (SPOR) Support Unit, created the Learning Health System (LHS) Action Framework. This LHS Action Framework describes how research and health care operations are linked and enacted in a comprehensive approach to advance population health and health equity. The LHS incorporates research within care delivery and actively blurs the boundaries of research, quality improvement, and care to speed up the use of evidence and its impact.

Equity is an integral component of the LHS Action Framework to ensure care reflects the diverse array of population health needs. Equity is attained when systematic health disparities across quadruple aim metrics are eliminated across different social groups. The LHS framework is being leveraged by health systems and researchers across Ontario and here at THP.

## **Equity and Indigenous Health**

THP is committed to building an antiracist, equitable, and inclusive workplace that holds true to our values of compassion, excellence, and courage. THP's Circle on Equity, Antiracism & Inclusion is currently being refreshed to enroll new members of THP staff, professional staff, and learners from multiple programs, disciplines, roles, sites, demographics, and intersectional lived experiences, who contribute expertise, insights, information, and advice to advance the transformational work needed to support a safer, more inclusive environment.

At THP, the commitment to becoming a safer and more inclusive environment starts with a dedicated focus on dismantling anti-Black racism and white supremacy, while making way for improvements for all equity-deserving groups. This commitment aligns with our goal of being a quality-focused organization that leaves no one behind. In November 2022, THP initiated an Anti-Black Racism Climate Review led by Dr. Denise O'Neil Green, an external expert in equity, diversity, and inclusion. The purpose of the review was to focus intentionally on the experiences of Black staff, professional staff, learners, and volunteers to better understand the realities they experience at THP and to build more opportunities for professional and personal growth. In April 2023, the findings of Dr. O'Neil Green's report were released and identified eight recommendations and four immediate actions to guide our approach to address and eliminate anti-Black racism at THP. THP is committed to acting on all the recommendations outlined in the report and has used the momentum generated by the report to action a number of initiatives:

- Establish a Black Colleagues Resource Group that is being co-designed by a collective of 10 Black staff members from across the organization.
- Revise the THP Respectful Workplace Policy to include a THP Statement of Commitment to Becoming an Anti-Racist Organization to reinforce that racism will not be tolerated.
- As part of our 2023/24 QIPs, a mandatory Anti-Black Racism Learning Module was adapted from the Toronto Academic Health Science Network (TAHSN) and made available for all THP staff to complete.
- Compile existing resources and made them easily accessible to ensure Black staff are aware of existing growth opportunities. In addition, THP is further evaluating the inventory with an anti-racism lens by soliciting feedback from Black-identifying staff to help further improve strategies to promote awareness and identify opportunities for improvement.



These changes are just the beginning of THP's action plan to address all recommendations outlined in the report and to dismantle anti-Black racism.

More than 15,000 people in our region identify as First Nations, Métis or Inuit. At THP, we are also on our journey of learning and unlearning around Indigenous truths, and we are reaching out to Indigenous communities we hold accountability to. We also leverage our annual inclusion calendar intentionally to recognize days of significance and acknowledgments of current events through celebration, reflection, and anti-oppressive education. On September 30, we honoured Indigenous Survivors through a Flag Raising Ceremony at the Credit Valley Hospital to raise awareness, promote cultural inclusivity, and demonstrate our commitment to Truth and Reconciliation. The ceremony was led by Leonard Benoit, a member of the Qalipu Mi'kmaq First Nation and Indigenous Patient Navigator.

The Mississauga Halton Central West (MHCW) Regional Cancer Program located at THP works together with Ontario Health's Indigenous Cancer Care Unit, as well as First Nations, Inuit, Métis, and Urban Indigenous peoples to understand and meet the unique needs of Indigenous people and to ensure the highest quality of cancer care. The MHCW Regional Cancer Program, in collaboration with Ontario Health's Indigenous Cancer Care Unit and regional Indigenous leaders, is developing a regional Indigenous strategic plan to support Indigenous needs across the region. The MHCW region has one of the lowest rates of self-identification across the Province and the Regional Cancer Program is working closely with Ontario Health to improve this rate to provide greater insight into the unique needs of Indigenous peoples in our region. In addition, the Regional Cancer Program, through partnerships with OHTs and community organizations, is making steady progress to address inequities in our system creating barriers to cancer care. Over the past year, utilizing a linguistically relevant toolkit that has been co-designed with community partners and Community Ambassadors has brought cancer screening awareness to the heart of the communities across the region. Cancer screening rates have increased and feedback from community partners is providing ongoing insight into root causes behind health disparities. The toolkit has been translated into 10 different languages, and feedback from Community Ambassadors continues to inform the awareness strategy through an appreciation that linguistic factors are only one aspect representing barriers to access.

Work is also underway to engage members of First Nations, Métis, Inuit and Urban Indigenous communities on the design of our new capital builds, starting with The Peter Gilgan Mississauga Hospital. These engagements will also explore enterprise-wide design opportunities to advance Indigenous cultural competency and safety within our hospitals. Discussions with members from Mississaugas of the Credit First Nation (MCFN) are underway, and we are actively reaching out to additional local, regional and provincial First Nations and Indigenous organizations to begin these important conversations.

Mississauga is home to one of the fastest growing aging population, with the number of Mississauga seniors set to triple by 2031. The Mississauga South West area has the highest proportion of seniors (65+), who experience more hospitalizations and higher rates of chronic conditions compared to rest of the community. Within these Mississauga Health neighbourhoods with poorer outcomes, THP has partnered with Partners Community Health to service the high needs of the Southwest community. This partnership will make health care more convenient for Mississauga senior residents by connecting them to care closer to home and bringing together health care providers from across health and community sectors.

THP is committed to integrating anti-racism, diversity, equity, and inclusion best practices into its operations and to maintaining a continued focus on improving the environment for all equity groups.

## Executive Compensation

All executives and leaders at THP have a portion of their Performance Based Pay tied to the quality indicators outlined in the QIP. With oversight from the Board of Directors, the leadership team is held accountable for the overall performance of the organization through quarterly reviews of these priority targets, along with formal annual performance reviews.

## Sign-off

I have reviewed and approved our organization's 2024-2025 Quality Improvement Plan:



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Karli Farrow  
*Chief Executive Officer*



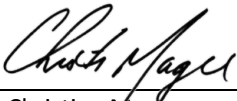
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Dr. Joan Murphy  
*Chief of Staff*



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Terri Irwin  
*Chief Nursing Executive*



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Christine Magee  
*Board Chair*



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David Allgood  
*Board Quality Committee Chair*

# Fiscal Year (FY) 2024/25 Acute Care Quality Improvement Plan

Goal		FY 2024/25 QIP Indicator	QIP Indicator Target	QIP Indicator Target Justification
We will improve the experience of patients and families who trust us with their care		Patient Experience: Rate Your Experience 0-10	≥ 9.0 out of 10	Improvement target based on current baseline performance
We will sustain access to our services by managing the time to inpatient bed for admitted patients		Time to Inpatient Bed (90 <sup>th</sup> percentile)	≤ 39.5 hours	Improvement from prior year performance
We will continue to improve the safety of care we provide by focusing on a core clinical practice: pressure injuries		Pressure Injuries Incidence Rate	≤ 4.93%	Maintain performance better than national average and aligned with current performance trends
We will engage our staff to provide the training, tools and resources to deliver the highest quality of care with exceptional experiences		People Engagement: • Opinion Survey	≥ 70.3% Grand Driver Average	Improvement from prior year performance
We will focus on the safety of our staff through continued engagement and awareness of a healthy and respectful workplace		Number of Workplace Violence (WPV) Incidents resulting in lost-time or healthcare due to injury	< 109 incidents	Improvement target based on current baseline performance
We will maintain our sustainability through efficient care practices resulting in a balanced budget		Hospital Total Margin (GAAP)	Better than or equal to -4.7% (-\$72M)	Maintain Stability