



# Five Years Better Together

**Our Annual Community Report 2016/2017**

Trillium Health Partners & Trillium Health Partners Foundation

# Our Results 2016/17

Patient visits

 **1,666,857**

Surgical Procedures

 **63,230**

**727,402**

Outpatient Visits –  
Ambulatory Care

**1,252**

Budgeted  
Beds 

**668,526**

Diagnostic Services

**63,334**

Inpatient Admissions

Births

 **8,634**

Emergency Department and Urgent Care Visits

 **270,929**

 **83%**

Hand hygiene compliance rate, a 12%  
increase over the past year

**\$10 M**

additional funding  
from the government  
to address increased  
demand and growth  
pressures

**\$38,600,000**

million raised in support from our community

## Our Strategic Plan

### Our Mission

**A New Kind Of Health Care For A Healthier Community**

### Our Beliefs



We believe in healthy  
communities that work for  
everyone



We believe in active  
participation of patients  
in their care



We believe in quality  
and innovation



We believe in the  
power of teamwork

### Our Goals

**Quality • Access • Sustainability**

### Our Priorities

Highest Quality Care, Exceptional Experience • Right Care, Right Place, Right Time  
Research, Innovation & Education

### Our Values

**Compassion • Excellence • Courage**

# Going Above and Beyond to Provide Care with Compassion

Creating a new kind of health care requires compassion and our ability to truly connect with others. It is about more than just being there, it is about us opening our hearts and minds to support those

in need and understanding how they need to be supported. Compassion leads to better care because it inspires care that is informed by our patients and families.

## Always here for you

Every day, teams at Trillium Health Partners (THP) work together to get our patients access to the care they need. Despite an unprecedented demand for health care services in our community and limited physical space in which to provide care, THP is unrelenting in our commitment to providing patients

with high quality care. This requires us to think differently about how we deliver care and how we work with partner community health care providers to ensure that patients are receiving the right care in the right place at the right time. Working together, we have a foundation across all sites that allows us to accommodate as many patients as possible. We are also working with our community partners to help provide care to our patients.

One of the ways we are doing this, with support from the Mississauga Halton Local Health Integration Network, is through the Bridges to Care program – a program that supports patients in their journey to finding a permanent home in the community, such as a retirement home, long-term care home, assisted living facility or their own home with supports.

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**“The emergency room is the front door of the hospital and it’s a door that never closes. We never know who will come in through that door. It’s unpredictable.**

**The integration that created THP has really allowed us to improve care for the community. It is much easier for us to get patients from one service to another. The connections and processes are smoother and there has been an increase in the services that support the emergency room.”**

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**Dr. Eric Letovsky,**  
Program Chief and Medical Director, Emergency & Urgent Care

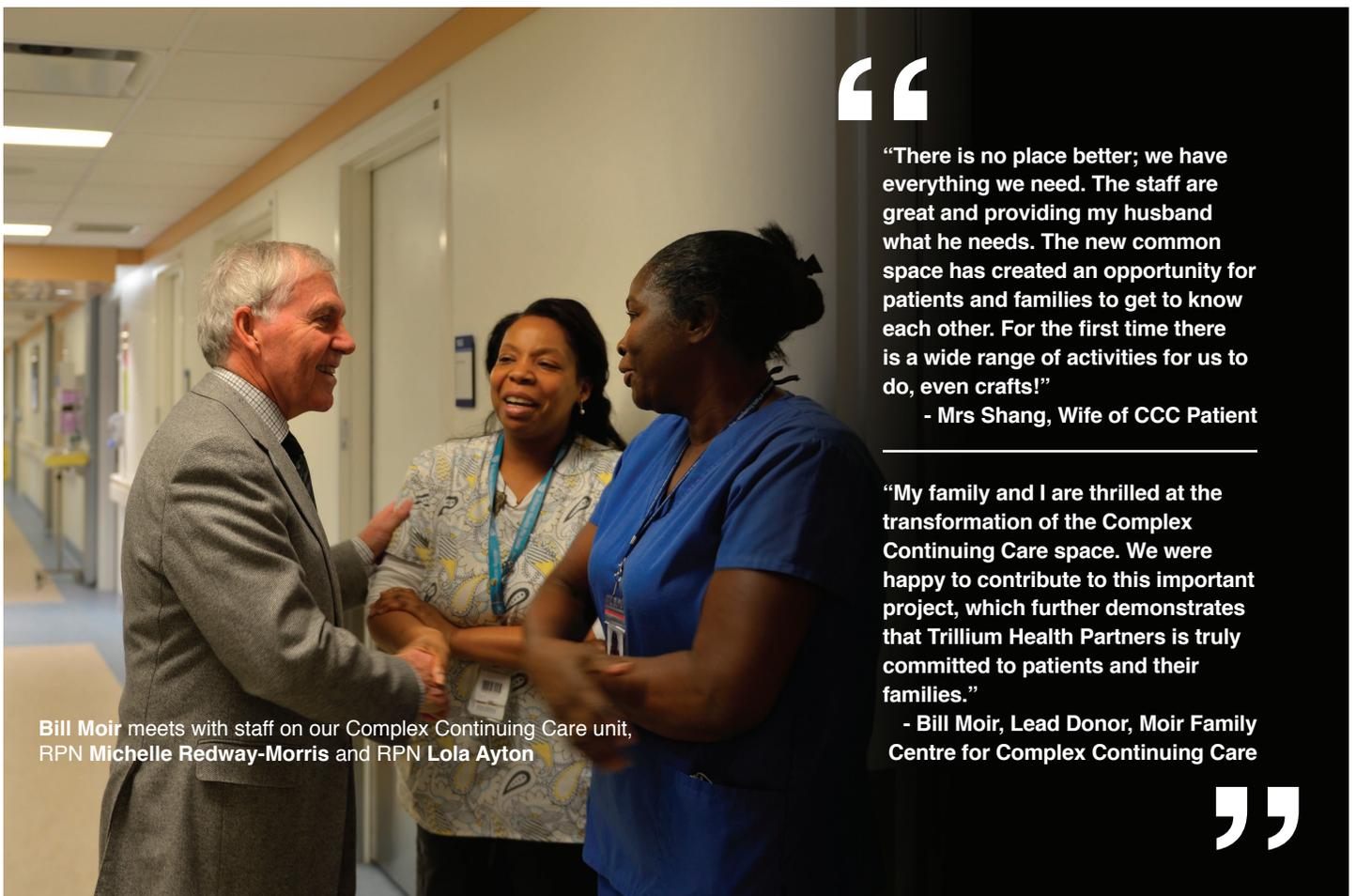
# Achieving Excellence through the Relentless Pursuit of Better

In order to achieve our mission of creating a new kind of health care for a healthier community, Trillium Health Partners (THP) is dedicated to identifying new, better models of care built around the patient. This means challenging our self to change and improve how

we deliver care, especially in areas of high demand, or where the current system is not working for our patients. Living our value of excellence is about always striving to do better for our patients and our community.

## Seeing the whole person: the Moir family centre for complex continuing care

In 2016, THP relocated our complex continuing care (CCC) patients from the Mississauga Hospital and Credit Valley Hospital sites to a new 39-bed unit at the Queensway Health Centre site. Made possible in part by a generous \$1 million gift from Bill Moir and his family, the new Moir Family Centre for Complex Continuing Care was designed by patients, their families, volunteers, physicians and staff to create a specialized care centre that would enhance the patient and family experience.



Bill Moir meets with staff on our Complex Continuing Care unit, RPN Michelle Redway-Morris and RPN Lola Ayton

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“There is no place better; we have everything we need. The staff are great and providing my husband what he needs. The new common space has created an opportunity for patients and families to get to know each other. For the first time there is a wide range of activities for us to do, even crafts!”

- Mrs Shang, Wife of CCC Patient

“My family and I are thrilled at the transformation of the Complex Continuing Care space. We were happy to contribute to this important project, which further demonstrates that Trillium Health Partners is truly committed to patients and their families.”

- Bill Moir, Lead Donor, Moir Family Centre for Complex Continuing Care

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# Having the Courage to Create a New Kind of Health Care

It's often easier to do what's always been done but courage calls on people to do what's needed, what's right. To build a new kind of health care, conventional wisdom must be questioned. It takes

courage to change traditional practices and put trust in new models of care – models that are centred around our patients and provide them with the best possible care.

## Giving patients a voice

THP Patient and Family Advisory Councils (PFACs) enable patients to have a say in the hospital's program planning and decisions that will impact future patient care and enhance the patient experience. The Councils are made up of current and past patients and their family members who are committed to helping THP create a more patient-centred system of care.



Bernard Nazareth,  
member of THP's PFAC

“When we were first invited we had no idea what to expect. You get to know the inner side of the hospital and how it works. Our son had been in hospital frequently, so we had been with him as he waited for a bed or for a test. It was very enlightening to know all the ways people inside the hospital try to help manage capacity.

On the council, we help with making sure the hospital is doing enough to communicate with patients. **The hospital staff get to hear how it feels from the patient's point of view.** The input we provide was probably never talked about before. From the patient's point of view, people can feel ignored. From the hospital's point of view, they are busy figuring out how to treat you. The different departments within the hospital come to our meetings and tell us about their plans and what they are doing. They ask what we think. Would it work for you as a patient? Do you understand the information? They are ready to listen to what we have to say.”

- Bernard Nazareth

# Shaping the Future

## Highest Quality Care, Exceptional Experience



More specialized care closer to home



More timely access to specialized patient care



Patient and family advisory councils shaping how we deliver care

## Research, Innovation & Education



Institute for Better Health leading research focused on improving and transforming health care



Mississauga Academy of Medicine training the next generation of health care professionals



Enhancing info sharing through technology among health care teams to improve care

## Right Care, Right Place, Right Time



Medical Psychiatry Alliance innovative partnership working to treat the body and the mind



Partnerships to reduce waits and ensure access to the best level of care:

- Runnymede Health Centre
- Saint Elizabeth
- Bridges to Care Mississauga Halton Local Health Integration Network



Programs to help avoid unnecessary trips to the Emergency Department



## Building for the Future



**Long Term Capital Plan**  
500+ new beds  
500+ replacement beds



Health Hubs, Seniors' Health Campus including 220 long-term care beds



Improving the care journey for our patients



# A Message from our Chairs and CEOs

What a difference a year can make.

In the five years since becoming Trillium Health Partners (THP), we've been making steady and consistent progress in creating a new approach to health care, forming a strong foundation from which we can continue to build. Yet, we believe the past year will be one we look back on as a turning point. The work we have done this year is setting the stage for the next five years and beyond as we continue to deliver on our promise to you, to provide high quality care, centered on the patient and supported by the best health care professionals.

Once again this year, we saw more patients come through our doors than ever before, over 1.6 million. In order to meet the growing demand for health care services within our limited physical space, we have had to think differently about how we deliver care. We are implementing strategies to ensure that we are able to provide our patients with the right care in the right place at the right time, now and in the future – whether that is inside or beyond our walls.

Inside the hospital we are creating programs built around the needs of our patients, we are helping them avoid unnecessary trips to the Emergency Department and redesigning models of care to provide patients with more timely access. Partnerships with community health care providers are helping to reduce the amount of time patients have to spend in hospital, allowing them to recover in a more appropriate environment.

We know that over the next 20 years, no hospital in Ontario will need more beds and services than THP. As a result, we have been working actively with the government to advocate for the advancement and implementation of our capital Master Plan. We were thrilled to have been named as one of the government's future capital investment projects in the 2017 Provincial Budget. The projects will add over 500 new hospital beds and replace over 500 existing beds. The redevelopment plan will involve a new acute care tower at the Mississauga Hospital and new post-acute complex at the Queensway Health Centre. The proposed projects will also free up space at our

Credit Valley Hospital site.

As we look to the future, we are also focused on some more short-term strategies to ensure quality and access for our community. We are advancing our plan to build a Seniors' Health Campus that will include a long-term care home with 220-beds, which will help us to manage demand for health care services. We are also laying the groundwork for a new health information system that will empower patients and improve their experience with THP by providing them with access to their medical records through a patient portal.

As we continue on our journey to create a new kind of health care, the most important relationship we have will remain the one we have built with our community. We are so proud and feel so privileged to be a part of such a strong, vibrant, diverse and supportive community. This sense of pride and privilege is infused into the work we do every day. We are better because of the engagement we do and the feedback we have received from our community. The voice of our patients, their families and our community is and will remain a strong guiding presence. In the past year thousands of people participated in our community events, listened to our telephone town hall meeting, held fundraising events and generously donated \$38.6 million in support of THP. Over this coming year we will be engaging with our patients, their families, our hospital and community to define what the next five years and beyond looks like at THP to continue to deliver a new kind of health care for a healthier community. Your voice and engagement will guide us in designing this. We are grateful that our community is inspired and engaged in its health care and supporting the growing needs of our hospital.

The accomplishments of this past year and the strong foundation we have built over the past five would not have been possible without our incredible staff, professional staff, volunteers, learners and donors, who live our values of compassion, excellence and courage each and every day. Thank you for everything that you do for our patients and our community. We are truly Better Together.



**Wayne Bossert,**  
Chair,  
Trillium Health Partners

**Michelle DiEmanuele,**  
President and CEO,  
Trillium Health Partners

**Dr. Colin Saldanha,**  
Chair,  
Trillium Health Partners  
Foundation

**Steve Hoscheit,**  
President and CEO,  
Trillium Health Partners  
Foundation

# Trillium Health Partners Foundation

## Better Together – with the help of our community

It takes an entire community to build a new kind of health care, and we continue to be grateful to our invaluable circle of donors, volunteers and community partners, whose contributions have enabled us to make immense strides towards achieving this vision.

2016-2017 was another monumental year for Trillium Health Partners Foundation. Thanks to you – our dedicated community – we raised an unprecedented \$38.6 million for our hospital, significantly surpassing our record-breaking total from the year before.

Your impact is felt across all three of our hospital sites. With your support, we were able to expand our endoscopy unit at our Mississauga Hospital site, ensuring that we are better equipped to continue meeting patient demand. We opened the new Moir Family Centre for Complex Continuing Care at our Queensway Health Centre site, creating a home-like space that is patient-centred in design for patients who live with complex health conditions. And we made incredible strides on the Phase 3 redevelopment project at

our Credit Valley Hospital site, renewing vital patient spaces for our growing community.

As we celebrate five years of Better Together, we are proud of the significant milestones we have achieved as one hospital – milestones that were largely made possible thanks to the strong backing of our community. We look forward to maintaining this momentum as we look towards the next five years, inspiring a new approach to the way we deliver exceptional care.

Thank you to each and every one of you for your leadership, friendship and meaningful investment in advancing our hospital.



“The two pillars that attracted us to Canada are health care and education, and our goal as a family has always been to do what we can to strengthen those further. As long-time residents of Mississauga, we have relied on Trillium Health Partners on many occasions and have witnessed firsthand the dedication and compassionate care of our health care experts. We hope that the support provided by our family’s innovation trust will help Trillium Health Partners reduce wait times and improve patient care for the people in our community.”

- Norton and Sayar Kothari