



# **Five Years Better Together**

**Our Annual Community Report 2016/2017**

Trillium Health Partners & Trillium Health Partners Foundation

# Better Together

We all want to be well and as healthy as we can be - at every stage of our lives

**W**e envision a new approach to health - an inter-connected system of care that is organized around the patient, both inside the hospital and beyond its walls. An approach that provides excellent care today and continued leadership for improving care tomorrow. A system that works with and for patients.

Working together to realize this vision, we will continuously ask ourselves what it will take to make a healthier community and dare to imagine innovative ways to achieve it. Our focus will be both on keeping people healthy, and on treating and caring for them when they need it most.

Building on the best of what we do, we will think and act differently in order to further improve our services. We will continuously demonstrate compassion, excellence and courage in the pursuit of our mission.

That means we will be with our patients and their families at every step of their journey, caring for them and helping them to access health support, while creating a learning environment in which we can deliver the highest quality of care possible. We will invest the precious resources of this community in the most effective ways possible.

We are all in this together. And as partners in creating a new kind of health care, we are Better Together.



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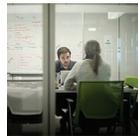
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# Our Strategy in Action 2016/17

Opened the new 39 bed Moir Family Centre for Complex Continuing Care at the Queensway Health Centre	Improved falls prevention. Falls resulting in injury have gone from 3.8% to 1.9%
Developed a program, in accordance with federal legislation, to support requests for assistance in dying from patients who are suffering from grievous and irreversible medical conditions	Created the Sub-Acute Geriatrics (SAGE) unit to provide best practice quality care for seniors
Launched the first Medical Psychiatry Alliance education program, to train health care providers on the importance of caring for the whole person	Continued progress on Phase 3 Redevelopment at the Credit Valley Hospital, opened the new Imaging and Assessment Centre and new areas in Diagnostic Imaging
Enrolled over 700 patients in the cardiac bundled care program resulting in shorter hospital stays, lower readmissions and ED visits, as well as high patient satisfaction	Experienced a 4.57% decrease of facility acquired pressure ulcers over the last three years. THP is now 1.97% below the national average
Over 200 ambassadors rolled out AIDET (Acknowledge, Introduce, Duration, Explanation and Thank) across the hospital to support better communications with patients	Dr. Ariel Shafro, Medical Education Lead for the Mental Health program, was a recipient of the University of Toronto's 2017 W.T. Aikins Award for excellence in Individual Teaching Performance in small groups, the highest honour bestowed on a faculty member
Opened a new outpatient pharmacy at the Mississauga Hospital to better serve patients transitioning back into the community	Raised \$38.6 million in support from our community this year, more than any previous year

## Our Strategic Plan

### Our Mission

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

### Our Beliefs



### 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**

# 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 record 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 family, 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



A nurse in green scrubs is focused on providing care to a patient lying in a hospital bed. The patient is connected to various medical devices, including a large blue ventilator tube. The background shows a typical hospital room with medical equipment and a window. The overall atmosphere is professional and caring.

# Going Above and Beyond to Provide Care with Compassion

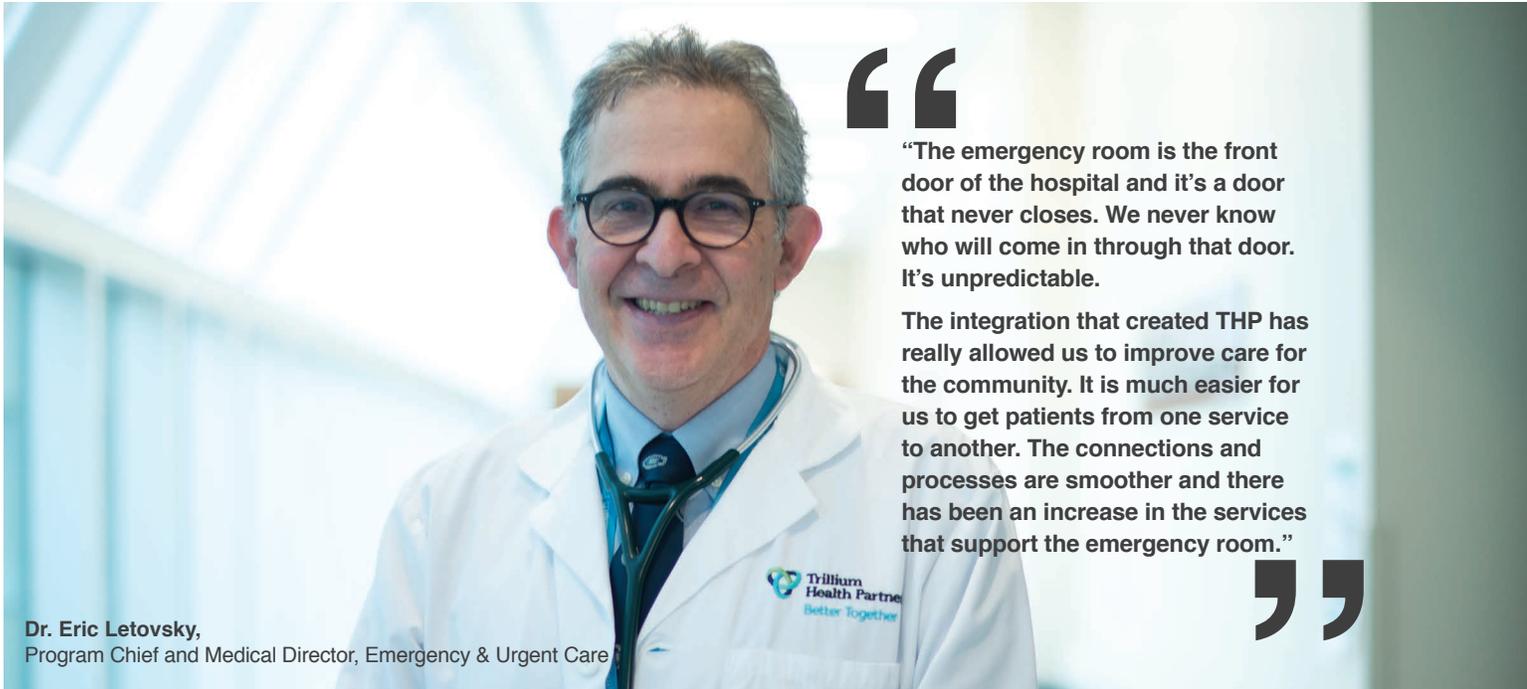
Creating a new kind of health care requires compassion and our ability to truly connect with others. It is about more than just being there, it is about us opening our hearts and minds to support those in need and understanding how they need to be supported. Compassion leads to better care because it 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.



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

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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.”

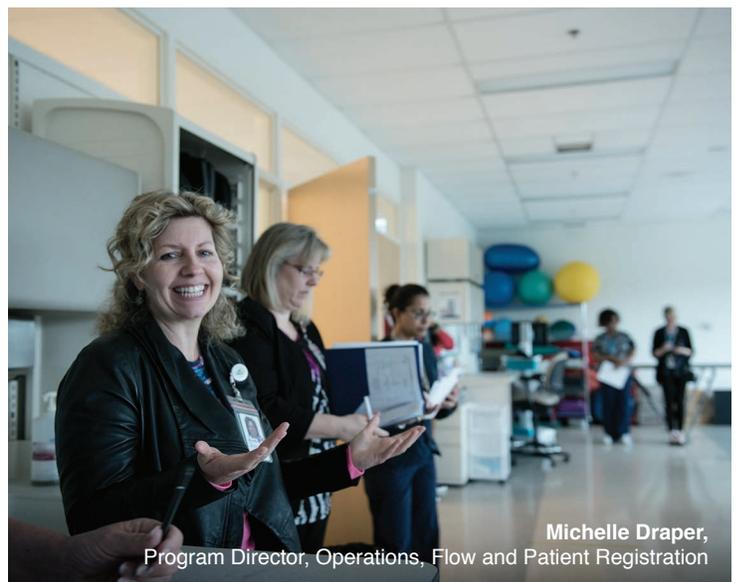
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“We’re continually trying to make that little bit of difference. **Everyone is rowing in same direction.** We help units work together in unison to get patients where they need to be in a timely manner.

[Through Bridges to Care...] we were able to keep an elderly couple together. Without the program, they might have been separated for an extended period while space opened up for both of them in the same long-term care home. No one wants that, and it is not good for the patient’s wellbeing. This is the ‘bridge’ that will allow them to enter long-term care together. Different sectors are coming together to make things work for people.”

- Michelle Draper



Michelle Draper,  
Program Director, Operations, Flow and Patient Registration

# Cancer support that works for you

Nurses in the Rapid Evaluation & Assessment of Cancer Treatment (REACT) clinic are there for their patients, providing comfort through timely support on the symptoms and side effects of their treatment and helping them

avoid unnecessary visits to the Emergency Department (ED). Designed around the needs of patients, REACT supports patients currently receiving cancer treatment at the Carlo Fidani Regional Cancer Centre at Credit Valley Hospital. Patients can simply call the

REACT clinic if they feel unwell, and they will be called back in less than 30 minutes. An oncology nurse will assess the patient's condition and advise them on next steps.



Andrea Finlayson (pictured) and Carly Spragg, Nurses who operate the REACT clinic.

“The clinic provides patients with another source of support. Patients and their families feel the difference because we know them. We can quickly assess, create and share a plan of care with them. Cancer patients often struggle with simple side effects from chemo or radiation that can cause major complications if not managed early. A cancer patient coming to the REACT clinic with a fever, for example, can be diagnosed and treated much more quickly than if they had to visit the ED, and in a setting that is comfortable and familiar to them.”

- Andrea Finlayson

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“We didn't know what to expect. Chemo is tough, especially for older people. They are sick. There is a lot happening in their bodies. The sooner you are seen the better, and when you get care and empathy, that means a lot. Feeling supported makes a real difference.

When I bring my husband in (to the REACT clinic), they are ready and waiting. If you need to see an oncologist or someone for pain management, they bring the doctor down.

When we got some bad news that my husband wouldn't be going home from hospital as expected, there were hugs from Carly and Andrea. They're part of your support network. The nurses feel like friends.”

”

Judy Eberspaecher has been caring for her husband, a cancer patient receiving chemotherapy

## Care designed around your needs

Creating a new kind of health care requires active listening, and understanding what is best for our patients. This means empowering patients with the information they require to make informed decisions and play an active role in their treatment and care.

In THP's Chronic Kidney Disease (CKD) Program, patients and families work closely with their care team to transition dialysis care from hospital to home. Through the Home Hemodialysis Training and Transition Unit, patients receive the necessary training and support that allows them to perform dialysis at home in a way that suits their lifestyle and schedule. Made possible in part through generous donations from our community, this compassionate and patient-centred approach to care provides patients with more control over their lives in the face of a chronic illness.



Vijaya, patient,  
Home Hemodialysis

**“For the first two weeks, I called my nurse every day. You’re trying to remember every step, having to go back if you miss one, organizing the tubes and needles. You have to be ready to sit in the same chair for four hours or more. It’s a time management issue. You work through the issues with your nurse. We formed a real bond, a friendship.**

**When you stay on top of your dialysis you feel better. I wanted to be as healthy as possible to be ready for transplant. The more [dialysis] you do, the better it is. This is not a joke. This is your health...”**

- Vijaya

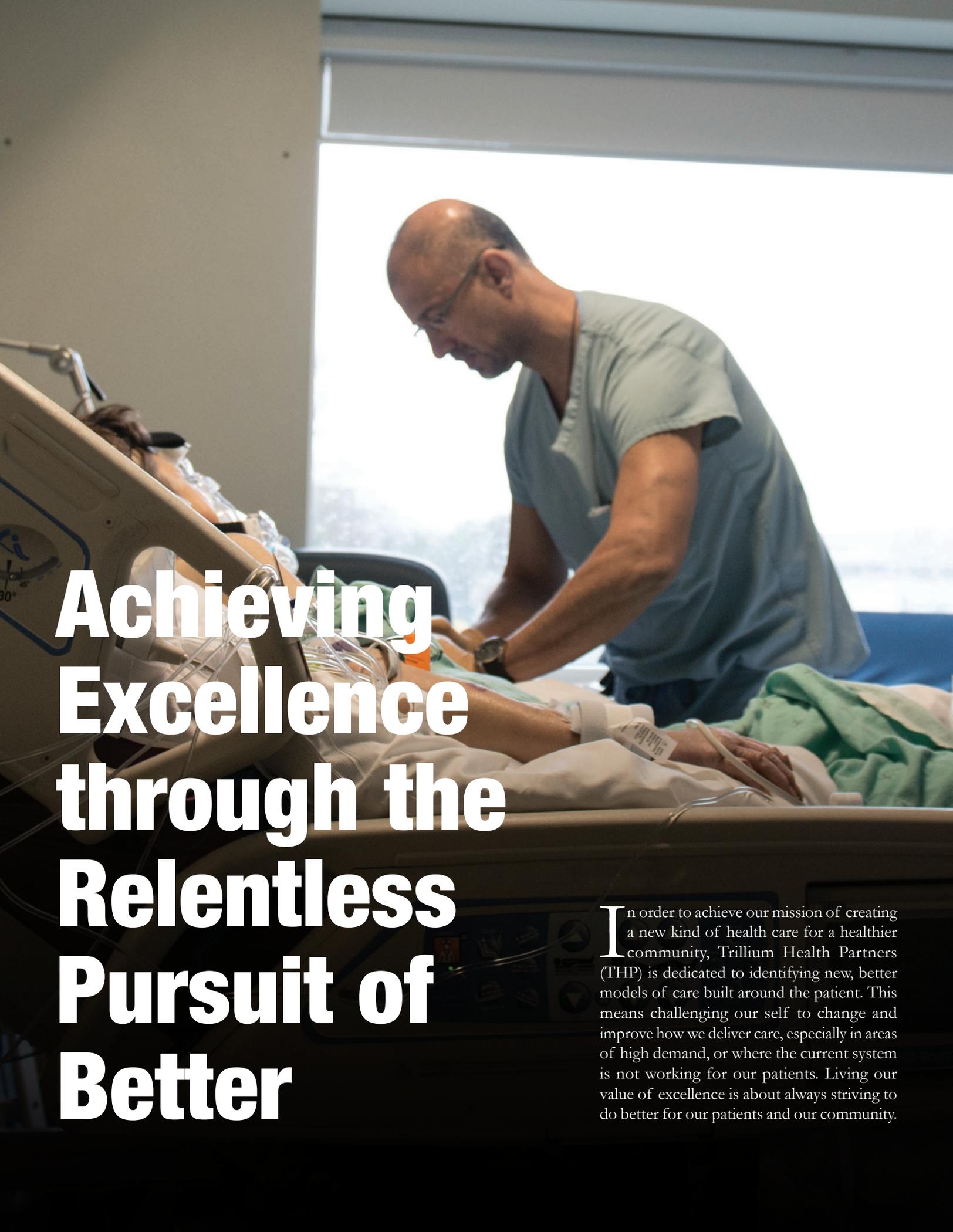


Sarah Robertson,  
Manager, Regional CKD Program

**“To make this transition, we built strong partnerships with our patients, their families and other community partners. This model of care enables our patients to achieve self-management and receive the right care, in the right place at the right time. It has allowed our renal team to be creative in its approach, by removing barriers to care in their homes and by building strategic community partnerships.**

**Home hemodialysis enables access to developing sustainable kidney care. This approach to care allows us to partner with our patients and their families for an exceptional experience. This truly embraces that we are better together, while creating a new kind of health care for a healthier community.”**

- Sarah Robertson



# 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.

## Expert care for body & mind

Together with the University of Toronto, the Centre for Addiction and Mental Health and SickKids, and the generous support of our donors, THP is focussed on improving care for patients living with both physical and mental illness. The Medical Psychiatry Alliance is designing new approaches to care that enable patients to restore and maintain health.

Through the generous support of donors like Gordon & Donna

Feeney who's gift helped to establish the Feeney Centre for Seniors' Medical Psychiatry, we are able to create pilot programs for people living with both physical and mental illness. THP's Delirium Project is a new model of care to identify and respond quickly to the onset of delirium. The pilot program offers early assessment and education to prevent delirium from happening or to try and limit the effects.

“Delirium is very debilitating for patients and upsetting to families. Family members are relieved when they are educated about delirium. We explain it is a known condition, and we get them involved in their loved one's care. We help them take it day by day.

We started a class for patients with delirium or who are at risk of developing delirium.... in a space with lots of natural light. **We play music.** There is exercise and other activities. The patients want to go back. It's very important to their care.

Our project is showing that there are things you can do to reduce the severity of delirium for patients in hospital. We're developing a best practice that others can use.”

- Candice Soares



Candice Soares,  
Occupational Therapist

Research indicates that depression is three times higher in adolescents who have Type 1 diabetes. Yet, there is no standard process for identifying youth living with diabetes who may be

struggling with mental health issues. A THP pilot program is looking to change that by talking to youth about mental health to catch challenges they may be having early.



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“Kids living with diabetes have to do so many tasks to enjoy a typical childhood. Many are really afraid of having low blood sugar, which they know can be a life threatening situation. They worry it will happen when they are at school, or that it will keep them out of sports. It has to do with independence. Some kids become responsible for their blood sugar levels at a young age, so they carry a large burden that most of their peers do not. Most of these kids have not been screened for anxiety and depression. Many could have been missed.

We're removing barriers to diabetes management simply by asking the questions about depression and anxiety.

It's improving health literacy, so if these kids are ever struggling they will be better able to get help before they hit crisis.”

”

Daphne Lok, Social Worker (pictured),  
and Leanne Montgomery, Registered Nurse

## Building on excellence: improving cardiac care

To improve quality and access to care for cardiac patients, THP introduced two programs.

Cardiac DART (Direct Accelerated Response Team) provides cardiac patients in the emergency department showing signs of angina, atrial fibrillation or atrial flutter, appropriate and timely treatment without needing to be admitted.



Mary Lou Deane,  
Nurse Practitioner, cardiac DART

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“DART provides the opportunity for one-on-one teaching. Patients sit down with the cardiologist, go over tests, review medication and reinforce education. This is great for patients as it would otherwise take several months for a new patient to see a cardiologist in the office.

The challenge was getting people comfortable with change. The longstanding practice had been to admit, but that was not working well for many patients. You can deliver the right care without having to admit patients, which for most patients is what they want.”

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Gerry Cunningham,  
caregiver for PPATH patient

The second program is in partnership with Saint Elizabeth Health Care, where THP is Putting Patients at the Heart (PPATH) by helping patients who have undergone cardiac surgery transition more smoothly from hospital to home.

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“I found that the hand-off from the surgery to the intensive care to the critical care unit was perfect in the way the nurses communicated with us about each situation. We were able to call and know progress. They could always tell us what was happening next. We could call the nurse at 11 at night to ask how she was sleeping, or seven in the morning to ask how she was.

When you get home, you know, everything becomes less clear. You have to take pills and you're remembering, 'what did they tell me?' Being able to call 24 hours a day made a big difference. They were able to give us access to the person who'd been with us the entire time.

It is absolutely patient-centred. You could see that the people really care about the patient.”

- Gerry Cunningham

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## 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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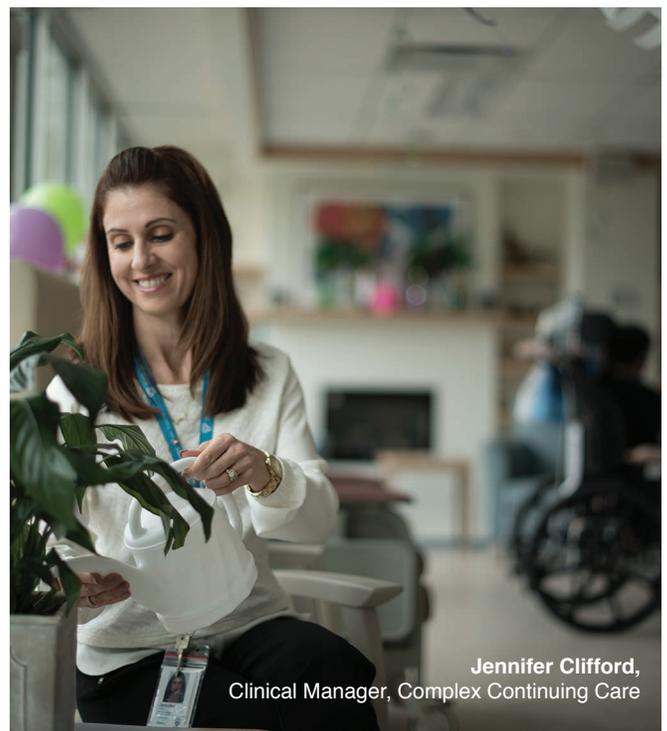
“We’re going beyond the medical needs and treating the whole person.

Many family members are here every day. This space is allowing them to interact in a more home-like setting with their loved one. There’s more socializing with other patients and their families. People form friendships. Patients and families really get to know their care providers. We’ve developed our own little community.

One patient is an avid gardener, so we made it possible for her to do some gardening. She is able to contribute knowledge she has to improve our space and to show leadership. That gives patients a sense of self-worth and a purpose. They want to get up and enjoy the day knowing they have a sense of responsibility. It’s a healthy and positive distraction from medical issues.”

- Jennifer Clifford

”



Jennifer Clifford,  
Clinical Manager, Complex Continuing Care

# 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 with the MH LHIN



Programs to help avoid unnecessary trips to the Emergency Department



## Building for the Future



Capital Master 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





# 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.

## Moving forward: learning from the past

As an organization dedicated to transparency and ensuring that our community is as healthy as it can be, Trillium Health Partners (THP)

acknowledged that there was an opportunity to improve the system in Diagnostic Imaging. To accomplish this we implemented a peer review program. Using software that chooses

cases randomly, radiologists receive five scans per week to review. The process has improved and strengthened the delivery of safe, high quality care.



Dr. Derek Archer,  
Program Chief and Medical Director, Diagnostic Imaging

“In health care, we often find it difficult to talk about medical error. In Diagnostic Imaging, we realized the importance of creating a safe environment where we could have such discussions. We also understood the importance of developing such cultural change together as a team. We began by discussing the value of identifying and discussing medical errors, and how from that discussion, we could make collective changes to our practice that would benefit the patient. Through peer review, if we see recurring problems, we work through them together as a medical team. We discuss quality issues and ask questions about how we can do better.”

**“We always remember that behind each imaging study, there is a person, and a family, and that they deserve the best care we can provide”**

The Diagnostic Imaging peer review process has evolved to become an example of THP leadership in the Provincial health care system. It is an example of how the courage to do the right thing can result in positive patient outcomes, and can have benefits to our patients and community beyond what was initially imagined.”

- Dr. Derek Archer

“I wanted to let [THP] know that somebody there had probably saved my life. I may not have reported the symptoms to anybody. I am a single mother of four daughters, and have a busy job. I probably would have just gone on ignoring them the way people do. We don't always know about that little bit of extra that somebody puts in to do their job and what that says and how it affects the patient.”

- Leslie Rowbothom, former patient



Members of the Diagnostic Imaging Team

## 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



Sandy Dayes, Director of Patient Relations  
speaks to a patient

“There was a real buy-in challenge at first. Clinical professionals had a hard time believing that patients could offer meaningful input. For the Patient and Family Advisory Council members, it's intimidating at first, sitting at a table with clinicians and senior leaders. The patients themselves were a little skeptical of what they could offer. Now, clinical staff and senior leaders value the input. It just makes sense that you'd ask the end user of our services how you're doing.

Patient council members open up possibilities we wouldn't normally see working within the hospital. They are a valuable resource because we can test ideas together. We don't just make assumptions anymore when it comes to patient experience. We ask. We are ok with hearing that what we are doing isn't good enough, that's how we will get better.”

- Sandy Dayes

## Transforming care for patients

A hospital is an unpredictable environment. Most patients don't plan to end up in hospital requiring treatment for a severe injury or illness. In order to help better meet the unpredictable demand for health care services we are rethinking the

way we deliver care. We are designing new 24/7 models of care to ensure that patients are able to receive the care they need when they need it. Whether it is working differently to ensure that patients are able to return home as soon as they are ready, or redesigning the way

surgical schedules are created to help provide better access to care, THP is committed to creating care that is built around the needs of our patients.

**“We are taking the traditional surgical platform and turning it on its head. Our new model is patient-centred by design. We’re doing what’s best for patients even if that means disrupting how things have traditionally been done.**

**This has resulted in faster time to consultation, investigation and shorter length of stay in hospital, which is what patients want. Reducing delays in getting to the operating room has been shown to contribute to a healthier outcome for patients. It’s not easy changing models of care, but it pays off significantly for our patients and families. We’ve courageously disrupted the system to provide better patient care.”**

**- Dr. Thomas Short**



**Dr. Thomas Short,**  
Chief and Medical Director, Surgical & Perioperative Program



THP staff planning to meet patient demand



# Working Better Together to Deliver a New Kind of Health Care

**T**rillium Health Partners' (THP) first five years have been an exciting journey for all of us, one that we have taken together with our patients, their families and our community. Looking back, we have made great strides in delivering safe, high quality care and an exceptional patient experience each and every day. So much of this success can be attributed to the incredible teams that truly embrace our values of compassion, excellence and courage and are committed to delivering on our promise of a new kind of health care for a healthier community.

As we look back on the past five years, there are a lot of things that have changed but the core of who we are, our pride in our people, our teams and our community has remained constant.

The teams we work with have changed. From our leadership teams to front line services, we've learned to work "better together" in so many important ways. We talk to each other in "huddles" every single day, multiple times a day, across all of our sites and programs, to ensure our patients are receiving the right care at the right time in the right place. The result is an environment that is collaborative by design.

The kind of things that felt impossible five years ago now happen every day. We are transforming care for our community. The work is ongoing but we have built a strong foundation. Patients are now receiving more high quality, 24/7 care closer to home.

As we reflect on how far we've come, what has been consistent is the pride in our people.

Over the past five years, THP has gone from an idea to an institution that's leading the way. What were innovative ideas have become active programs improving care for patients. Best practices that were in place at one hospital site have now been adopted and standardized across all three sites. Our size and scope has also allowed us to implement internationally recognized best practices and adapt them to meet the needs of our community.

Five years ago, our vision to build a culture of learning through the Mississauga Academy

of Medicine was just an idea. Now we're graduating classes, in a dynamic, diverse learning environment that's preparing the next generation of health care professionals in our community.

The people of THP are relentless problem solvers who pursue excellence in a true spirit of collaboration. We believe our work can always be improved. We know care can always be better. We've worked hard these past five years to build an organization that is much more than the sum of its parts. THP

enables us to do truly great things for our community. We are doing things collectively that we could never have done alone and we are just getting started.

Our interprofessional teams – nurses, allied health professionals, physicians, supporting staff, volunteers and learners work together each day to provide high quality and safe care to our patients and their families. We are proud to celebrate the work they do. As partners in creating a new kind of health care, we are Better Together.



**Dr. Dante Morra,**  
Chief of Staff



**Kathryn Hayward-Murray,**  
Senior Vice President, Patient Care  
Services and Chief Nursing Executive



# 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

## We are Better Together

**8,798 Staff**

**1,288**

Medical and Professional  
Staff (Physicians,  
Dentists, Midwives)

**2,389 volunteers contributed over 227,000 hours of their time**



**32**

Staff received donor-funded  
scholarships for professional  
development



**10,000 community members**

connected with our Telephone  
Town Hall meeting

**118 community events generated over \$1.9 million in fundraising activity**

**47,592 donations received**

# Trillium Health Partners Financials

We are pleased to report that Trillium Health Partners (THP) has once again ended the year with balanced results of operation. We have achieved this as a result of prudent financial management, successful advocacy for additional funding to support some of our capacity pressures, the achievement of administrative and operational efficiencies and the repurposing of resources. This has allowed us to sustain the delivery of

high-quality patient care and to direct funds to assist us in reducing wait times and managing the overall increased demand for health care services.

Despite growing capacity pressures, we have achieved a modest surplus for fiscal year ending March 31, 2017.

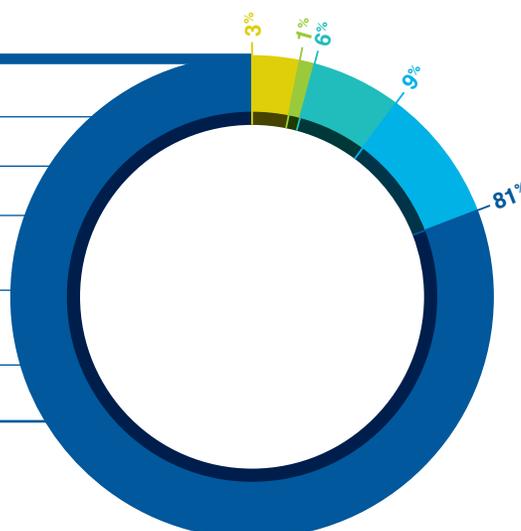
In 2017/18, we will continue to strive to address the growing and changing needs of the community we are privileged to serve.

We will continue to work with our funders and community partners to ensure that we can provide high quality, patient-centred care within the resources provided by the province while maintaining a balanced operating budget.

Our strong financial footing provides us with a solid foundation as we progress towards delivering a new kind of health care for a healthier community.

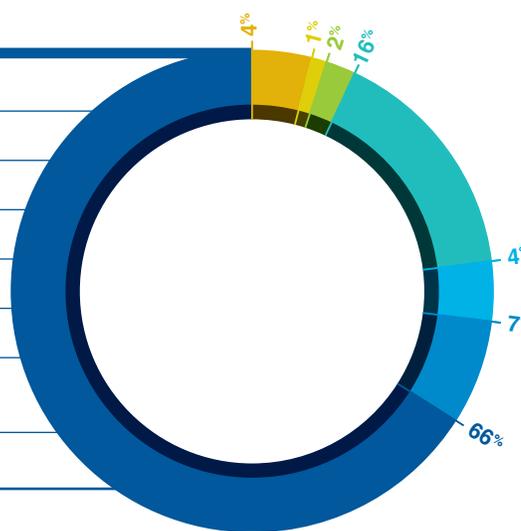
## 2016-2017 REVENUES

● Ministry of Health and Long Term Care and LHIN:	81%
● Other agencies and patients:	9%
● Other income and investment income:	6%
● Amortization of deferred capital grants and contributions - equipment:	1%
● Special programs (Complex Care Diabetes, Seniors Diabetes, Community Mental Health, and others):	3%
<b>Total:</b>	<b>100%</b>



## 2016-2017 EXPENSES

● Salaries, benefits and medical remuneration:	66%
● Medical and surgical supplies:	7%
● Drug supplies:	4%
● Other supplies and expenses:	16%
● Amortization - equipment:	2%
● Net building amortization and interest on long-term debt:	1%
● Special programs (Complex Care Diabetes, Seniors Diabetes, Community Mental Health, and others):	4%
<b>Total:</b>	<b>100%</b>



Full audited financial statements are available at [www.trilliumhealthpartners.ca](http://www.trilliumhealthpartners.ca) or by calling Communication and Public Affairs at 905-848-7580 ext. 1636.

# 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**

”

# A REMARKABLE \$38.6M\* RAISED FOR TRILLIUM HEALTH PARTNERS

## A total of 47,592 donations

made by our generous community of supporters

**23,766** individual and corporate donors supporting our cause

**118** independent community events generated over **\$1.9 million** of fundraising activity for our hospital

Our 5 signature events – Laugh Out Loud, Diwali, Scotiabank Bed Race, Golf Classic and Women with Drive – raised a combined **\$2.3 million** in cash for Trillium Health Partners. This year, we were thrilled to welcome celebrity comedian James Corden as our Laugh Out Loud headliner, drawing national media attention for our hospital.

We received a generous **\$1 million** gift to establish the Kothari Family Innovation Trust. The gift, which will support innovations in cardiac health and ophthalmology, inspired an additional **\$257,155** in matching gifts from our community.



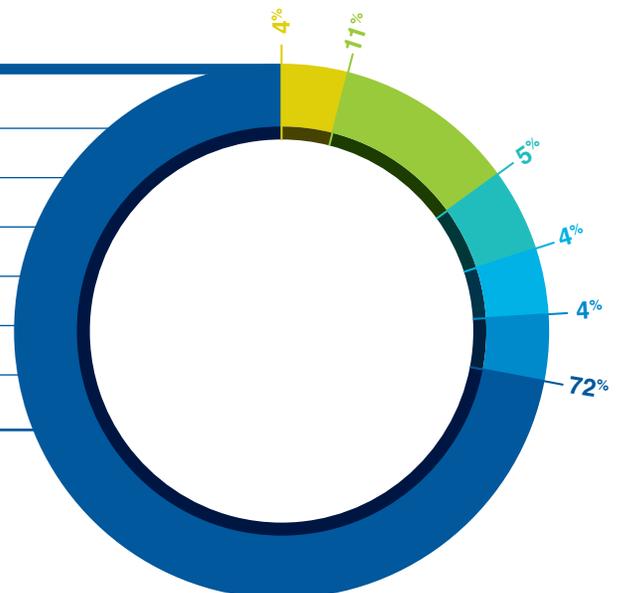
Comedian James Corden at 2017 Laugh Out Loud



Gus Karamountzos and family celebrate Obsidian Group Inc.'s \$250,000 investment in cardiac care

### 2016-2017 Total Fundraising Activity\*

Major Gifts:	72%
Planned Giving:	4%
Annual Giving:	4%
Direct Mail:	5%
Events:	11%
Other:	4%
<b>Total:</b>	<b>100%</b>

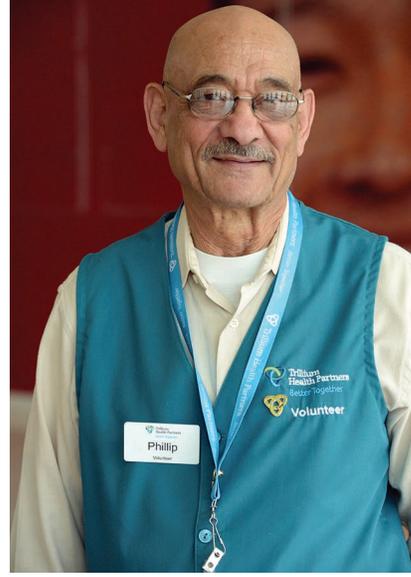


\*\*Total Fundraising Activity is a combination of \$23.3M in cash revenue and \$15.3M of signed donor gift commitments.





Cindy Deveau, Registered Nurse  
Home Hemodialysis Program



**Trillium Health Partners and  
Trillium Health Partners Foundation  
would like to thank our volunteers for  
their incredible contributions.**

[trilliumgiving.ca](http://trilliumgiving.ca) [trilliumhealthpartners.ca](http://trilliumhealthpartners.ca)

Follow us on:

