



# Strategic Plan 2019 - 2029

A New Kind of Health Care  
for a Healthier Community



# A Plan for the Decade Ahead

This strategic plan sets a course for Trillium Health Partners (THP) for the next ten years and lays out the priorities for how we will get there. Through extensive engagement with over 180,000 people, this plan reflects the voices of patients, family members, partners, the community and the people at THP who shared what matters most about health care.

# This is a plan for today and tomorrow.

This plan is a commitment to improve quality, access and sustainability for today and for tomorrow. It helps to build capacity inside and outside the hospital to reduce wait times and improve access to the care and services the community needs. It also focuses on improving quality and safety, and ensuring smoother transitions between points of care.

With a focus on helping each person achieve their health goals, this plan envisions caring for the person and not just the patient. It harnesses the power of teamwork and partnership to reduce inequities in health, and creates an inclusive and interconnected system of care that leaves no one behind. This is a plan to create a new kind of health care for a healthier community.

## Health in the Community

Serving the Mississauga Halton, and nearby Central West, Local Health Integration Networks

THP will experience more demand for services in the next 20 years than any other hospital in the province

### Changing & growing community

By 2041, the community will grow by **45%** ↑

The number of people over age 65 will grow by **133%** ↑

**18,000+** newcomers arriving each year

More than **130** languages spoken here

### Increasingly complex health needs

**76%** of people age 65 and over living with two or more chronic diseases

**24%** increase in emergency visits due to mental illness over last three years

### Growing social inequities

The number of low- and very low-income neighbourhoods is increasing

1980 **2%** 2015 **51%**

### A disconnected system

The health care system is challenging to navigate

**70+** health organizations providing care

**1,000+** general practitioners

### Who we serve

**6%** Children (0-17)

**29%** Adults (18-64)

**65%** Seniors (65+)

**60%**

**40%**

Live with at least one chronic disease; require ongoing, coordinated care

No chronic disease; typically require treatment for a specific illness or injury



# Our Call to Action

## We are creating a new kind of health care for a healthier community.

This is about more than physical health. It is about supporting body, mind and spirit. No one can do this alone. It is by working together that we have the power to achieve our mission.

Together, we envision a hospital that is part of an inclusive and interconnected system that addresses the health needs of the community, inside and outside the hospital walls.

We will work to remove obstacles and barriers to health as we support changes for the community to address inequities, leaving no one behind. We will celebrate and foster diversity. We will care for and empower one another.

We promise to stand together with patients, families and the community every step of the way and remain relentless in the pursuit of quality care and exceptional experiences.

When we work together, there is no limit to what we can achieve.

**This is our call to action.** To challenge the limits of what is possible for health and the human spirit with compassion, excellence and courage.

# A new kind of health care for a healthier community means discovering the potential of better health for all by advancing health care and health across the hospital, the health care system and the community.



## Hospital

### Acute Care Excellence

Within THP, the priority is for each patient to receive the highest quality care delivered by teams of skilled professionals. Armed with the tools and techniques that enable successful, highly reliable practice, the expertise of teams is matched by a commitment to deliver an exceptional experience for patients, families and caregivers, as well as for providers and staff.



## Health Care System

### Complete & Inclusive System of Care

A more collaborative and integrated approach is needed in the hospital and across the health care system – one that connects and coordinates providers to better support people who need care. This requires partnerships inside and outside the hospital, so that no one is left behind and each partner contributes to better health care and health for the community.

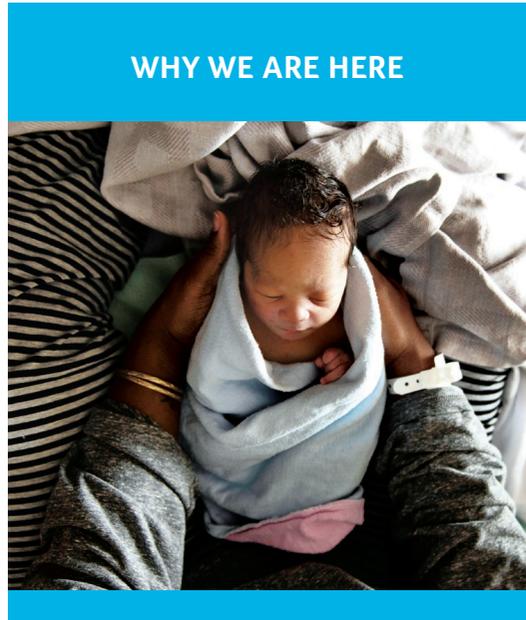


## Community

### Healthier Community

We must work together, across organizations and sectors in the community, to address the underlying factors that promote or erode health. About 80% of overall health outcomes are due to reasons beyond clinical care, including social and economic factors, health behaviours and the physical environment. Together, we will support an environment that leads to better health.

# Our Strategic Plan



WHY WE ARE HERE

OUR MISSION

**A new kind of health care for a healthier community**

OUR ENABLERS

- People
- Education
- Innovation
- Research



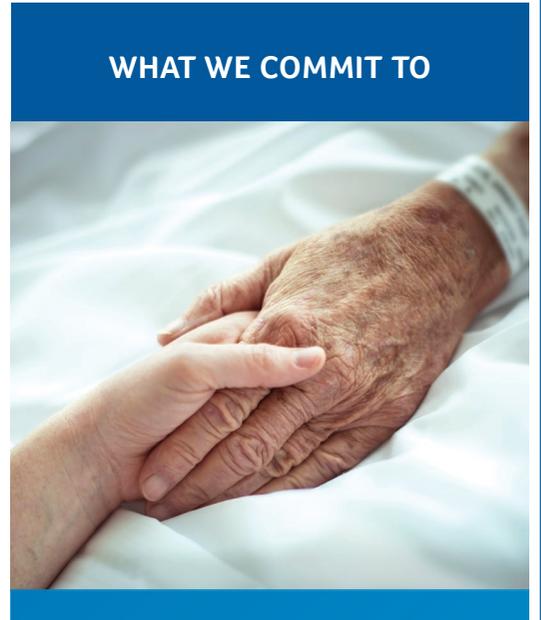
WHO WE ARE

OUR VALUES

**Compassion  
Excellence  
Courage**

We Believe in:

- Active participation of patients and families
- Power of teamwork
- Curiosity, creativity and continuous learning
- Health care that works for everyone



WHAT WE COMMIT TO

OUR GOALS

**Quality  
Access  
Sustainability**

Our Priorities:

- Deliver: High quality care, exceptional experiences
- Partner: For better health outcomes
- Shape: A healthier tomorrow

# Deliver High Quality Care, Exceptional Experiences

We are committed to delivering high quality care and an exceptional experience for every person who comes to the hospital. It is what patients and families expect and deserve from their care. To do this, we need to understand the needs and preferences of patients and families, and deliver leading-edge care that achieves their health goals for body, mind and spirit. We also need to support an environment that helps staff and providers be their best every day.

We will design care that is safe, easier to access and navigate, and uses a consistent approach to quality that focuses on reliability, experience and continuous improvement for all – patients, families, staff and providers – and evolves with the changing needs of the community.

## We will do this by:

- **Embedding leading practices and standardization.** Continuously adopting leading practices to achieve better health outcomes for patients and better care environments for staff and providers.
- **Improving access through new approaches.** Making it easier to access care both in the hospital and in the community.
- **Enhancing communication and coordination.** Using modern tools and technology to improve communication and keep patients and families, staff and providers informed by providing access to consistent, reliable and timely information.

**“It feels amazing to have a connection with your hospital where you feel like they know you and understand you. It’s like they are family.”**

Clementine became the first woman in the world to have twins while on dialysis. Spending about 45 hours a week at the hospital on dialysis kept Clementine and her twins healthy throughout her pregnancy.



# Partner for Better Health Outcomes

Partnerships will bridge gaps inside and outside the hospital to build a more connected and inclusive system of care. We will work closely with our partners to provide better overall coordination of care and create a system that promotes improved health.

Partnering for better health outcomes means working together, inside the hospital and beyond, to deliver the best care in the moment; partnering for safer, smoother transitions of care; and, over time, helping each person achieve their optimal health.

## We will do this by:

- **Working in collaborative teams.** Improving care through teamwork between patients, families and providers, supported by new technology for better communication with a focus on the patient's needs and preferences for body, mind and spirit.
- **Creating effective transitions of care.** Partnering beyond the hospital walls to ensure patients receive the right care, in the right place, at the right time – this includes safe, smooth transitions at every stage, leaving no one behind.
- **Fostering partnerships to improve access and support better health.** Increasing capacity in the hospital and in the community by building additional long-term care beds, transitional care beds and health hubs, and partnering to improve health.

**“I left the hospital after five days, and when we got home, we had so much help. We can't say enough good things.”**

Claire benefited from the partnership between THP and Saint Elizabeth Health Care. A seamless transition between hospital and home following cardiac surgery meant Claire was able to recover at home with care focused on her specific needs.

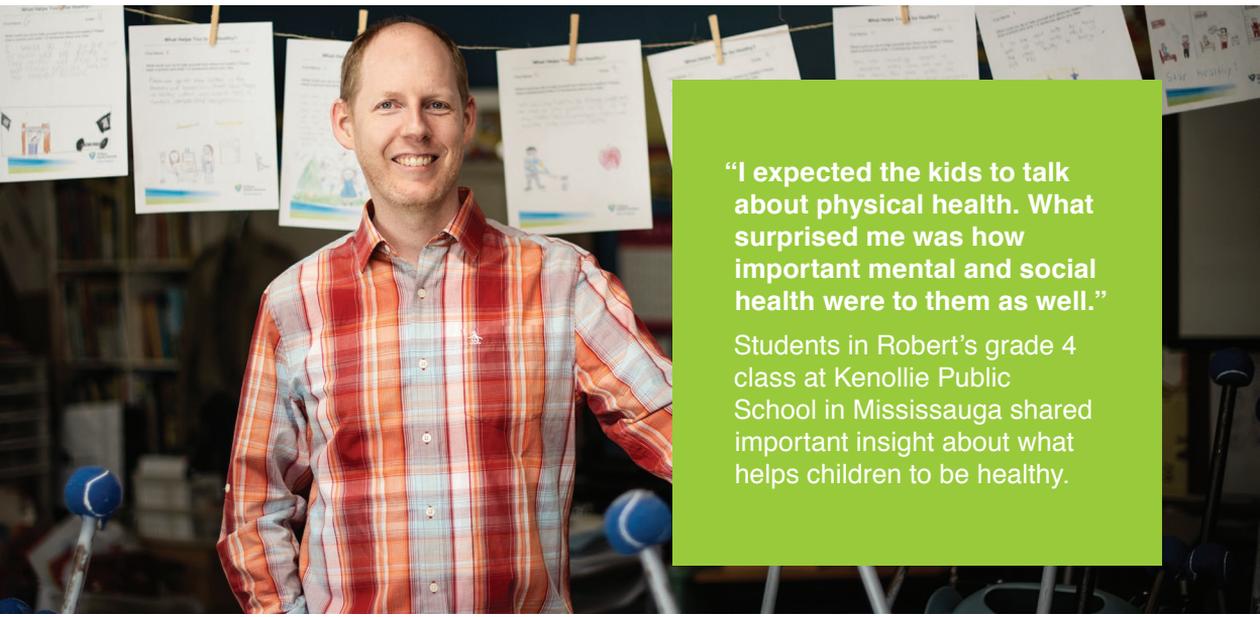


# Shape a Healthier Tomorrow

The key to success has been our commitment to deliver exceptional care today, with a focus on shaping a better tomorrow. Despite unprecedented demand for services and the challenges and complexities faced by those we care for, we will continue to move forward with a focus on creating better health for all. Over the next decade we will embark on a number of major investments to help shape a healthier future.

## We will do this by:

- **Building new capacity for a new kind of health care.** Adding hospital capacity and improving access to care through additional beds at Mississauga Hospital and Queensway Health Centre; and, maximizing space and applying for the next phase of the master plan redevelopment with a focus at Credit Valley Hospital.
- **Harnessing new technological advancement.** Adopting new technology, including a new hospital information system, and using analytics, to ensure patients, families, staff and providers have better care experiences.
- **Championing health and community prosperity.** Participating within the broader community network to find solutions that improve health, care experiences and sustain services for the future.



“I expected the kids to talk about physical health. What surprised me was how important mental and social health were to them as well.”

Students in Robert’s grade 4 class at Kenollie Public School in Mississauga shared important insight about what helps children to be healthy.

# Enabling Our Strategy

## People

### **Creating the workplace for today and tomorrow by:**

Supporting a healthy, safe and respectful environment; practicing meaningful engagement at all levels; enabling a skilled and adaptable workforce; and, working together in teams.

## Education

### **Advancing excellence through teaching and continuous learning by:**

Developing the next generation of health professionals; supporting team-based learning; setting a new standard of excellence in health care leadership; and, supporting continuous growth, learning, mentoring and development.

## Innovation

### **Fostering core and transformational innovation by:**

Nurturing a culture of innovation throughout THP; building innovative leadership at all levels; and, advancing transformation through new partnerships and leading technologies to improve outcomes, supported by dedicated innovation funds.

## Research

### **Leveraging research for better outcomes by:**

Creating excellence through interdisciplinary team-based approaches; equipping the organization and partners with new information and insights; and, focusing on population health research to improve overall health and well-being.

**We all have a role to play in making this a reality.**



# Reaching Our Goals

Delivering on this strategic plan means achieving our goals of Quality, Access and Sustainability.

## Quality:

Improving health outcomes by focusing on safety, clinical and operational excellence and creating exceptional experiences for patients, families, staff and providers.

- Improved safety
- Better health and clinical outcomes
- Smoother transitions
- Increased patient satisfaction and provider engagement

## Access:

Ensuring patients receive seamless care, when and where they need it, by creating additional capacity in the hospital and in the community and supporting collaboration.

- Reduced wait times
- Improved health equity
- Reduced avoidable hospitalization
- Increased patient satisfaction and provider engagement

## Sustainability:

Creating a system for today and tomorrow by maintaining financial health, creating investments for the future and supporting a healthy workforce and community.

- Improved workforce retention and growth
- Better allocation of resources
- Reduced environmental waste
- Improved fiscal stability

**Together, we will create a new kind of health care  
for a healthier community.**



**For more information, please visit [trilliumhealthpartners.ca](http://trilliumhealthpartners.ca)**