



Strategic Plan 2019 - 2029

A New Kind of Health Care
for a Healthier Community

Thank You.

We want to thank patients, families and the community we serve for your ongoing partnership and engagement in our collective health care journey.

Together, we will create a stronger and healthier future for all. We are truly Better Together!



Trillium Health Partners' Main Hospital Sites

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A newborn baby is wrapped in a light blue blanket and held by a person's hands. The baby has a hospital ID band on their wrist. The background is filled with various fabrics, including a striped shirt and a grey hoodie.

A Plan for the Decade Ahead

This is a plan for today and tomorrow.

This strategic plan sets a course for Trillium Health Partners (THP) for the next ten years and lays out the priorities we will focus on to get there. The plan includes actions for the years ahead and a commitment to assess progress and adjust focus based on the changing environment and community needs.

The strengths of the people at THP and the vibrant community served play a key role in this plan. Drawing from these strengths, the plan incorporates thousands of stories of triumph and challenge — from patients, family members, caregivers, partners and those who give to others through their work at THP. These stories help define what is possible when we work together in the hospital and the community.

This plan reinforces the mission, vision, values and beliefs that have defined THP from the start of our journey. It calls for a commitment to exceptional quality of care today while building a better future for tomorrow. It supports people to think and act differently, using hospital resources to manage acute care needs across programs and focusing on the continuum of care. Beside patients and families every step of the way, we will work together to address needs, reduce inequities and improve health in the community.

A strategy is only as good as how it is put into action. This plan invests in people, new approaches, tools and innovations as programs grow incrementally over the decade ahead, and draws on the strengths of THP, partners and the community. It outlines the vision for a better tomorrow, the actions we will take together, and sets out the role each person will play in creating a new kind of health care for a healthier community.

This is our commitment to those we serve and to each other.

Health care at every stage of life

THP delivers a full range of health care services, from birth to end-of-life.

Care is delivered in a community setting with strong expertise and the compassion and commitment that comes from being a part of a local and diverse landscape. THP is also the provider of highly-specialized services in the region, and a fully-fledged academic teaching centre, with embedded research and innovation.







THP is located in the Mississauga Halton Local Health Integration Network (LHIN) and sees nearly 1.7 million patient visits each year. This is a number that continues to grow. Over the past five years, THP has seen a 14% increase in the number of people coming through the emergency departments (ED) and urgent care centre (UCC) and a 7% increase in the use of outpatient services. Each year, the hospital welcomes over 8,600 babies into the world, cares for more people than any other hospital in the province and provides support to more than 500 people who are at the end of life, through palliative services.¹

Many of the patients cared for at THP live with chronic disease and require ongoing care and support from multiple providers. In fact, approximately 60% of people who receive care are living with one or more chronic diseases; and they are often over 65 years old and live in close proximity to one of our three hospital sites.

Main hospital sites

Mississauga Hospital (MH)	Credit Valley Hospital (CVH)	Queensway Health Centre (QHC)
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By the numbers

 1.7M Patient visits each year	 63,000+ Surgical procedures each year	 270,000+ ED and UCC visits each year
 8,600+ Babies delivered each year	 12,000+ Staff, professional staff and volunteers	 2,000+ Learners

Regional programs

Cancer	Cardiac	Diabetes	Genetics	Geriatrics
Neurosurgical	Palliative	Renal	Stroke	Thoracic
Vascular	Women's & Children's			

Source: Decision Support, Trillium Health Partners, 2017.

A smaller portion, approximately 40%, are people who do not live with a chronic disease, but require an episode of treatment for a specific illness or injury.^{1,2}

Each person who receives care has a unique background and set of circumstances that influence their preferences, needs and overall health status, from caregiver and social supports, access to transportation, housing and beyond. Understanding individuals and their needs is critical to helping them achieve their health goals. This approach focuses on the person and not just the patient, caring for each individual in body, mind and spirit.

Who we serve

Many of the people who receive care at THP manage one or more chronic diseases, are over 65 years of age and live in close proximity to one of the three main hospital sites.



6% children
(0 – 17)



29% adults
(18 – 64)



65% seniors
(65+)

40% do not have a chronic disease and typically require acute/episodic care

60% are living with at least one chronic disease and benefit the most from ongoing, coordinated care

Source: Decision Support, Trillium Health Partners, 2017.; Canadian Institute for Health Information, Discharge Abstract Database (DAD).

Health in the Community



As the community continues to grow and change, more support is needed for better health.

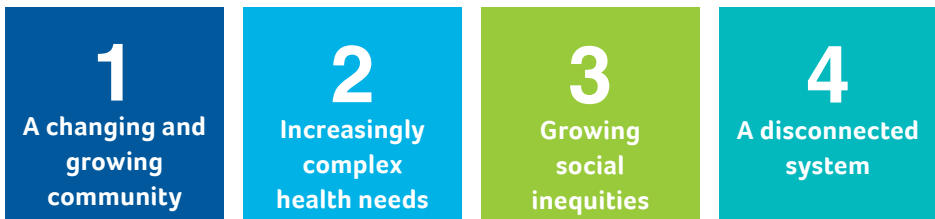
THP has consistently improved quality, access and sustainability of care. Improvement has been possible through: the wisdom of people across sites; sharing collective resources; partnering beyond hospital walls; using standardization and new ideas to improve quality and patient safety; and, generating efficiencies to reinvest into patient care. We are proud of the progress we have made for the people we serve and the community as a whole, but acknowledge that pressures will continue to come from rapid urban growth and changing population needs.

The government continues to make critical investments in health and social services, including: emergency, hospital and post-acute services; transit; infrastructure and more. However, these investments have not kept pace with the growth and changes in this community and THP is under-resourced for the size and needs of the community. In fact, no hospital in Ontario will experience more demand for acute services in the next 20 years than THP.^{2,3}

These challenges contribute to a constant adjusting of services to meet the most urgent and emergent patient needs safely and effectively. It often means receiving hospital care in unconventional settings or waiting too long in the community for necessary treatments or procedures. For everyone involved, including patients, families and health care providers, this can be stressful and overwhelming.

Despite these challenges there are no limits to the strength and determination of the people who live and work in this community and those who help deliver care.

Trends in the community



1

A changing and growing community

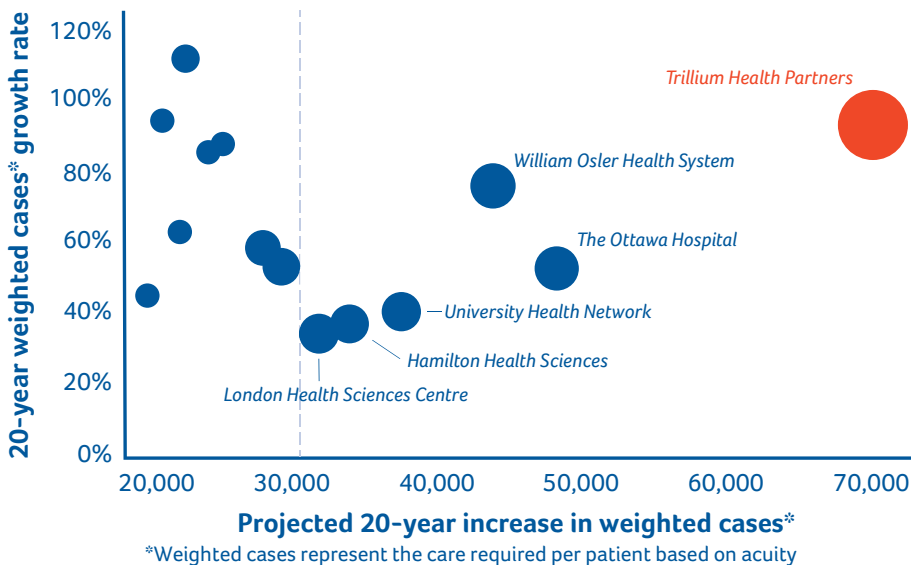
By 2041, the community will grow by about 45%, adding approximately one million new residents who may require services from THP.³

This growth equates to an increase from 2.2 million to 3.2 million residents over the next 20 years across the Mississauga Halton LHIN, our direct catchment area, and the Central West LHIN, a nearby region with which we share boundaries.³

As part of this growth, THP expects to care for more children than ever before, with a projected 39% increase in those under the age of 18 by 2041 within THP's direct catchment area. This will be the highest rate of growth in children for any community in Ontario.³ As the regional provider of maternal and child services,¹ THP knows that giving children the best start in life and providing the right support during childhood are proven ways to support future health. This will continue to be a focus for many of our partnerships, including Peel Public Health and the school boards.

Increasing need for health care

No hospital in the province will experience more demand for its services than THP over the next 20 years.



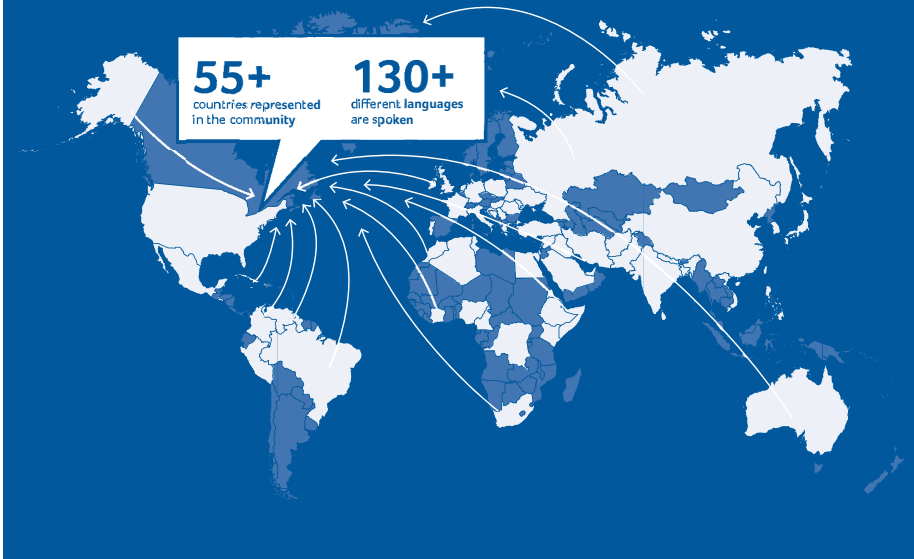
Source: Canadian Institute for Health Information, Discharge Abstract Database (DAD), 2016 - 2017; Ontario Ministry of Finance Population Projections. 2016 - 2017, Spring 2017 Release.

At the other end of the spectrum, the number of people over the age of 65 will increase by 133% by 2041, one of the fastest rates of growth for this age group in the province.³ Today, over half of resources used at THP are dedicated to caring for seniors, the majority of whom live with two or more chronic diseases.¹ Many seniors in the community need long-term care (LTC) or other community supports that are difficult to access due to a lack of available resources or extensive wait lists. This lack of access can lead to health deterioration and lengthier hospitalizations that could be prevented with earlier and appropriate intervention. In fact, THP uses well over 100 hospital beds every day to care for people who are ready to be discharged from hospital but require an alternate level of care (ALC). Approximately 80% of these individuals are seniors. These patients are often also waiting for transfer to another facility, such as a LTC home.¹



Increasing diversity


Over half of people living in the community were born outside of Canada and over 18,000 newcomers continue to arrive each year.



Represents Region of Peel. Source: Statistics Canada. Census Profile, 2016 Census, Peel, Ontario, Canada. [Online] 2016. [Cited: 04 16, 2018.]

The community we serve is one of the most diverse in the world, with over 18,000 newcomers from outside of Canada arriving each year.⁴

More than 50% of residents within the community were born outside of Canada and more than 130 languages are spoken here.⁴ This rich diversity brings a range of customs, values and beliefs that are inherent to a person's way of life. It also shapes their unique needs and preferences for health care. THP is uniquely positioned to learn how best to care for a diverse population and to share this knowledge on how to improve the delivery and quality of care beyond the community.

A woman with dark, curly hair is looking down at a young child. She is wearing a colorful, patterned top and a necklace. The child is wearing a light blue polo shirt with text on it. The background is a plain, light-colored wall.

“The kind of care we had in Canada amazed me. There were so many resources available for my baby and me. It gave me so much relief and hope.”

After arriving in Canada from Nigeria, Adedoja had her first experience with the health care system when she was diagnosed with pre-eclampsia. Her son Stephen was born at 29 weeks and 6 days. After two months in the NICU, Stephen was strong enough to go home.

2

Increasingly complex health needs

Over half of the residents in the community are living with at least one chronic condition. The most common include diabetes, cardiovascular disease, respiratory disease and cancer.^{5,6}

In addition to a greater prevalence of chronic disease, more people are living with multiple chronic diseases. This is particularly difficult for seniors, who are often frail and isolated.

Mental illness and addiction are also significant health concerns in the community. In fact, one in five people will experience some form of mental illness or addiction in their lifetime.⁷

A growing number of people are living with multiple physical and mental health conditions at the same time. This group requires the expertise of a variety of health care providers on a regular basis, as coordinating care in a disconnected system can be overwhelming, leading to injury or illness, trips to the emergency department or hospitalization.

The growing complexity of health needs contributes to an increased demand for acute services, including medical, surgical and outpatient services, as well as community care.

Strong partnerships are essential to help create integrated home and community care with greater involvement of primary care. It will be essential that the development of future acute care capacity reflects its place in the full continuum of care, inside and outside the hospital.

Increasing health complexity

The prevalence of chronic disease continues to rise, with more people living with multiple diseases.

2x more

people living with two or more chronic diseases since 2003

24%

increase in ED visits due to mental illness over last three years

76%

of people 65+ are living with two or more chronic diseases

Represents Mississauga Halton LHIN. Source: Wodchis, WP. "From Where We Were To Where We Are To Where We Are Going." Trillium Health Partners, Institute for Better Health Research Rounds, Mississauga, November 22, 2017.; Decision Support, Trillium Health Partners, 2017.

3

Growing social inequities

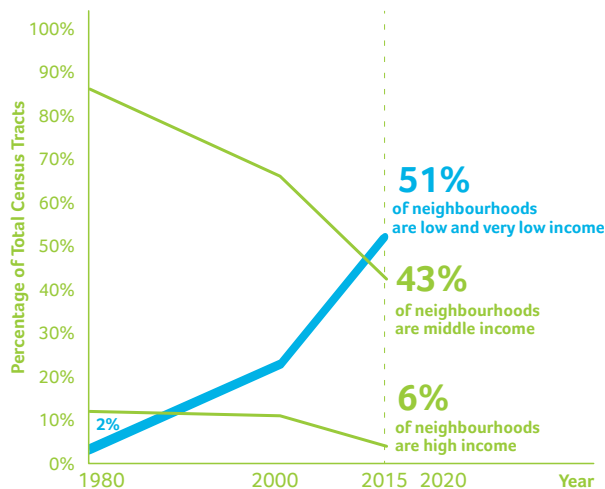
Poverty and the affordability of basic necessities, such as safe housing and nutritious food, are directly related to health.⁸

This community has a rich history of neighbourhoods that work together to support each other. There are many agencies and organizations supporting the community in a number of ways, such as encouraging healthy living, protecting green spaces and celebrating cultural diversity; however, barriers exist. Housing and costs of basic needs, employment insecurity and inequities based on factors such as gender, sexual orientation, ethnicity and disability, continue to have a significant impact on health outcomes.

Rising poverty

The proportion of low-income neighbourhoods is increasing.

In 1980, only 2% of neighbourhoods were low income, while today, low- and very low-income neighbourhoods represent 51% of the community.



Represents Region of Peel. Source: United Way Toronto & York Region. The Opportunity Equation in the Greater Toronto Area: An update on neighbourhood income inequity and polarization. Figure 8: Neighbourhood Income Distribution, Peel Region, 1970-2015. Toronto: United Way, 2017.

The poverty gap in the community continues to widen between low- and high-income individuals and families.⁹ While experiencing poverty does not automatically lead to poor health, there is a very real cause and effect. Low-income individuals and families are more likely to face challenges that impact their health, such as access to social support networks, nutritious food, stable housing and educational opportunities. Together these factors may contribute to a greater need for health care services.

4

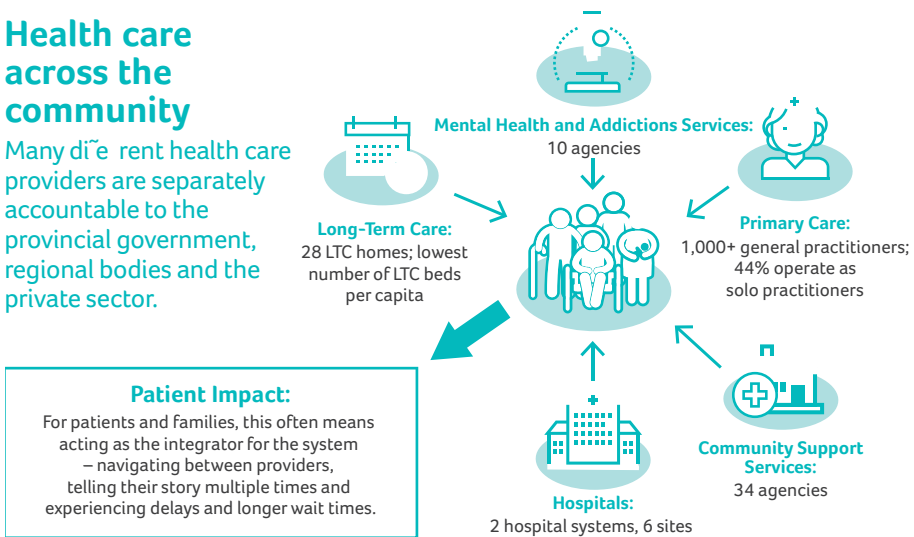
A disconnected system

People living in the community and the providers who care for them are all too familiar with a disconnected system that is complicated and challenging to navigate.

Too often, the burden falls on patients, families and caregivers to navigate the system, coordinate the care and services they need and share necessary information with each provider along their journey. While collaboration and coordination are improving, health care and social support organizations often operate separately.^{10,11,12} For example, a lack of shared information systems means health information does not follow the patient, often leading to frustration, duplication, patient safety risks and potential errors. Understanding where the greatest needs are and matching the services to meet those needs requires a new level of integration among health and social support providers, in partnership with the Mississauga Halton LHIN.

Health care across the community

Many different health care providers are separately accountable to the provincial government, regional bodies and the private sector.



Represents Mississauga Halton LHIN. Source: Mississauga Halton LHIN, Integrated Health Service Plan 2016-19.; Ontario LTC Association, LHIN Dashboard 2017.; Mississauga Halton LHIN, Strengthening Access, Performance & Accountability of Primary Health Care within the Mississauga Halton LHIN: Implementation Framework 2015.; McMaster University, Physicians in Ontario 2016.



What this means for our mission and the work we do

THP will experience more demand for services than any other Ontario hospital in the next 20 years, and the hospital's infrastructure has not kept pace for its size and the complexity of care delivered.^{2,3}

This community is unique in many ways, including a wide variety of cultural and ethnic backgrounds, growing numbers of children, adults and elderly persons and a significant reduction in socioeconomic status. These factors contribute to increasingly complex health care needs.

To continue to achieve our goals of quality, access and sustainability, we will rethink how best to deliver care and services today and set priorities to build a better future for patients and families.

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.

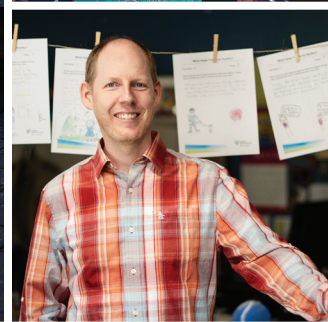
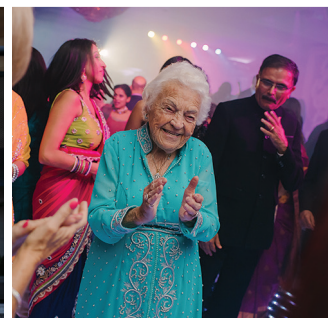
We promise to stand together with patients, families and the community every step of the way and remain relentless in the pursuit of quality care and exceptional experiences.

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

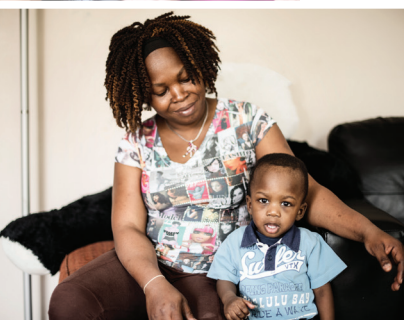
This is our call to action. To challenge the limits of what is possible for health and the human spirit with compassion, excellence and courage.







Strategic Plan 2019 - 2029



This plan is the result of extensive engagement with over 180,000 people inside and outside the hospital walls. It reflects the voices of this community and what matters most to them about their health care.

Designed in partnership with patients, family members, the community and those who work at THP, this plan sets out a roadmap for the next ten years and beyond. It builds on the rich history and strong foundation of clinical excellence at THP and sets the path forward.

The plan identifies major initiatives that will take up to ten years or more to accomplish. It also includes a continued commitment to balancing quality, access and sustainability each day, at the point of care with patients and families, and in all of our decisions. Along the way, this plan will be revisited to apply learnings that emerge.

Success will require staying agile and adaptable, responding to the evolving health needs of the community, balancing opportunities with risks and designing solutions in partnership with patients, families, partners, staff and providers, that work for everyone. It will require each person to draw on their courage in the face of change, with a focus on our mission. Together, we will create a new kind of health care for a healthier community.

What we heard

“I am proud that Trillium Health Partners is always striving to make care better for patients and families.”

We are building an approach that advances health across the hospital, the system and the community:

- **The hospital:** Within THP, the priority is for each patient to receive the highest quality health care delivered by talented 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, family members and caregivers, as well as for providers and staff.
- **The system:** In the hospital and across the health care system, a more collaborative and integrated approach is required — one that connects and coordinates providers to more effectively support people who need care. It requires unprecedented levels of partnership inside and outside the hospital walls to make this a reality. With the right network of care in place, no

one is left behind and each partner contributes to better health care and health for the community.

- **The community:** In preparing for the future, we must plan for the emerging health needs of the community and address the underlying factors that will promote or erode health. Approximately 80% of overall health outcomes are due to factors beyond clinical care, including social and economic factors, health behaviours and the physical environment.¹³ To create a healthier community, we need to work together, across organizations and sectors, to support an environment that leads to better health.

The reality of a changing community is no longer a challenge for the future, it is here now. It will not be easy, but we know from past experience that when we work together, we can achieve what is not possible alone.

This is the power of Better Together.

Our roadmap: A new kind of health care for a healthier community



Our Strategic Plan



WHY WE ARE HERE



OUR MISSION

A new kind of health care for a healthier community

OUR ENABLERS

People

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

Education

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

Innovation

Research

The Strategy Defined


Why we are here

Our mission to build a new kind of health care for a healthier community means discovering the potential of better health for all.

This is the common purpose that drives us at THP to be our best each day and continuously push for a better future.

Our mission starts with delivering the highest quality of acute care services, while taking a leadership role in partnering to build a more complete and inclusive system. This means centering health services around patients and families to support complex needs and reduce gaps and inequities. It also inspires us to influence community efforts that will improve the social and economic factors enabling people to achieve optimal health.

This dedicated focus on supporting patients and better health within the hospital, within the health care system, and within the broader community will help us achieve our foundational goals of quality, access and sustainability. These goals anchor everything we do and demonstrate our commitment to deliver on what we know the community expects of us: to provide equitable access to the highest quality care and services, in the most safe and effective way. Each and every day, we will focus on our why.

A photograph showing a woman with blonde hair in a ponytail, wearing a light blue hospital gown, seated in a wheelchair. She has a purple bruise on her cheek and is smiling. A healthcare worker in a white lab coat and blue lanyard is standing next to her, holding the wheelchair's handle. The background is a bright, outdoor setting with trees and a building.

**“Having a place
dedicated to us really
makes it feel like
someone cares and
wants to help.”**

Along with fellow patients, Margot helped to co-design a new space for patients requiring continuing care, ensuring elements that were important to patients and families were included in the design.

Who we are

During our formative years as one hospital, we built the foundation of who we are — our values and beliefs. In building this plan, we engaged broadly to more clearly define what we have become as a team working on behalf of the community. We now have a better picture of who we are in the eyes of patients, family members, partners and the community, including shared characteristics of how we express ourselves.

THP was founded on the idea that when we work together, there is no limit to what can be achieved. In partnership, we can challenge the limits of what is possible for health and the human spirit to enrich and improve the lives of every member of the community. This has been the foundation for the motivated, inspired, optimistic and resilient culture we have built together.

Our shared values of **compassion**, **excellence** and **courage**, as well as our beliefs and characteristics, define THP's culture and commitment to ourselves, each other and the community we serve.

Our beliefs underpin our work and stem from the understanding that we are Better Together. Teamwork allows us to overcome challenges and achieve together what would not be possible alone. Active participation of patients and families is central to this, from the point of care to planning and decision-making.

Our values are a commitment to ourselves, each other and the community we serve.

Our beliefs underpin our work and stem from the understanding that we are Better Together.

At our core, we believe that health care needs to work well for everyone involved — patients, family members, staff and providers. Embedded in our culture is the curiosity, creativity and continuous learning that each person brings to THP, along with a desire to build on the strengths of today and create a better tomorrow.

Our characteristics demonstrate how we express ourselves to others.

Our unique characteristics lead us to be:

- **Relentlessly empathetic**, which fuels us to support the human spirit, going above and beyond for patients, families and each other;
- **Pragmatically imaginative**, as we find bold and practical day-to-day solutions in our pursuit of better;
- **Courageously collaborative**, unwilling to turn away from hard change if it is the right thing to do for the community and demonstrating strength together, as patients and providers, in every tough moment or opportunity.

As we set out to advance our mission, we will be guided by our values and will draw on our beliefs and characteristics to move us forward, building on the excellence that has been established in the decades before us. While there is much to do, we will gather inspiration daily from the willpower, resilience and strength of spirit that we see in patients, their families and each other to help create a healthier community.





What we commit to

In the next chapter of our journey at THP, we will seek new ways to improve health care delivery today while changing the course for better health tomorrow.

For years, health care leaders have explored solutions to address the challenges facing health care. While remarkable discoveries in treatments and procedures have increased lifespans and improved quality of life, far less progress has been made in changing how we work to implement system solutions, such as integration and collaboration in care and across sectors.

The hospital has made great progress in advancing its goals through improvements in quality of care, better access to care both in hospital and in the community, and in maintaining financial health while planning for sustainability in the future.

However, it is still not enough as wait times continue to grow, patients are cared for in unconventional spaces and access issues continue to impact elective care, such as hip and knee surgeries. Increasing wait times contribute to frustration, pain and reduced quality of life for those waiting. The care environment can be stressful and THP is challenged each day to balance quality, access and sustainability to deliver the expected standard of care.

With a dedicated focus on our mission and a commitment to one another, a seamless and inclusive system is possible. Together, we can help create a system where services are centred around patients and families at every stage and where the care people receive supports physical health, mental health and emotional well-being – body, mind and spirit.

What we heard

“A new kind of health care is one where everyone has access equally. One where people feel heard and valued. One where people work in partnership. One where the experience of care matters just as much as the quality of care delivered.”

The Strategy in Action

Setting priorities will help balance meeting the needs of today, while creating change to address the needs of tomorrow.

This approach has allowed THP to make tangible gains in improving quality, access and sustainability for patients and families today despite increasing needs, while planting the seeds for a better tomorrow. To realize our mission and goals, we have established three priorities:

- **Deliver high quality care, exceptional experiences** — providing safe, high quality care matched with an exceptional experience for every patient, family, staff member and provider.
- **Partner for better health outcomes** — bridging gaps inside and outside our walls to build a more connected and inclusive system of care for patients, families and those who provide and support care.
- **Shape a healthier tomorrow** — nurturing the ideas and partnerships that hold promise for transforming the future health of the community.

Each priority supports the goals in this plan by laying out tangible actions that respect the current pressures and recognize the anticipated changes of the future. Over time, the focus will be adjusted based on the changing environment and community needs. These priorities will be made possible by investing in four enabling pillars: people, education, innovation and research.

In this plan we have made choices that set the hospital on an ambitious but clear path for the decade ahead. We will not turn away from the difficult changes or important opportunities that are present along the way and will be motivated by the shared belief that together, we can achieve our goals.

The strategic choices included in this plan are best understood by articulating both what we will do and what we are choosing not to do:

	As we...	We are choosing to...	We are choosing not to...
Priorities	Deliver high quality care, exceptional experiences	Connect physical, mental and emotional well-being in our approach to care	Consider only diagnosis and treatment
		Advance quality through standardization and continuous improvement	Allow variation that increases risk to patients, families and providers
		Improve the experience for all — patients, families, staff and providers — with agility and flexibility	Be provider-centric or patient-centric only
	Partner for better health outcomes	Partner to improve health equity across the community	Respond only to those who come to the hospital
		Build and invest in an interprofessional and interdisciplinary team of people who want to contribute to our mission	Build around individuals or silos
	Shape a healthier tomorrow	Support people to live independently for as long as possible	Build institutional care only
Activate new revenue streams and partnerships to invest in community needs and the future		Rely solely on finding incremental efficiencies to fund system gaps	
Enablers	Enable strategy through: people, education, innovation & research	Allow for different models of participation in the academic mission	Accept standard historical academic models
		Innovate to deliver services in a different way that improves quality, access and sustainability with scalability	Be motivated to change based on technological advancement alone
		Specialize in research that is embedded within a care environment and focused on health services and population health	Build deep capabilities in more traditional bench or clinical research

Together we are better and stronger, and will challenge the limits of what is possible for health and the human spirit. A new kind of health care for a healthier community is on the horizon as we begin this next part of our journey.

“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.”

In 2011, Clementine became the first woman in the world to have twins while on dialysis. Spending upwards of 45 hours a week at the hospital, dialysis kept Clementine and her twins healthy until their birth. She and her family continue to receive care at THP when they need it.



Deliver High Quality Care, Exceptional Experiences

We are committed to excellence in the delivery of safe, high quality health care, matched with an exceptional experience for every person, every time, respecting individual values and beliefs.

This includes both patients and families, and staff and providers. To do this, we need to partner more closely with patients and families to understand their needs and preferences, and deliver leading-edge care that achieves their health goals for body, mind and spirit. We also need to ensure we have leading practice standards that are reliable, consistent and work for everyone. We need to continue to create better processes and services that evolve with changing needs, trends and technologies so providers can be their best every day.

Exceptional quality care by design

Our top priority is delivering exceptional, high quality care to every person. It is what patients and families expect from us and it is key to the hospital's accountability within the health care system. However, there is more to be done as a hospital and as a system to match excellent care with exceptional experiences for patients, families and those who work at THP, without compromise. An exceptional experience is about improved access and navigation, a sense of inclusion and a supportive attitude — a friendly face, a listening ear and clear channels of communication — and an approach that respects the preferences of others. This standard for quality will be incorporated into everything we do.

The key ingredients for exceptional quality have been identified over time, with best practices developed by our own people and others around the world.^{14,15} To be exceptional, care needs to be designed for the experience of patients, families, staff and providers, and, services need to be timely, safe, effective and reliable and continuously improved to adapt to changing needs.

Human connection is at the heart of high quality care, exceptional experiences, with patients and families and providers as active participants in the design and change.

THP Quality Model



Using the THP Quality Model to improve care

The THP Quality Model is a tool to guide initiatives that we undertake to improve quality, access and sustainability.^{14,15} These initiatives will drive safety and include standardization of practices and processes and implementation of new care approaches within and beyond our walls.

Reliability:

High reliability will be built into all processes and services, delivering exceptional quality and safety in every interaction and across the patient journey. Leading practices will continue to be standardized to create predictability and consistency. Standardization helps

providers and staff work together to proactively manage risk, in an environment that values accountability and strives to learn from past experience. We will hardwire reliable quality and experience, regardless of where, when or by whom the service is delivered.

Experience:

An exceptional experience blends safety and effectiveness with service that is timely, responsive and respectful of the physical, mental and emotional needs of each person. It is about the will to create processes and services that work well for everyone involved — patients, family members, those who work at THP and

partners. To achieve this, we will start by understanding needs to create an environment that supports healing for patients and families, enables collaboration, supports providers to be their best and sets a standard where everyone is included and treated with dignity and respect.

Improvement:

Our decisions will be evidence-based, using advanced analytics, leading practices and new ideas. We will consistently use small-scale testing and iterations to refine our processes. When processes are not working well, or as needs change, we will be courageous in identifying issues and creative in finding solutions together. As we learn and improve, THP

will create new evidence and tools that will be shared to improve care within and beyond our walls and beyond the community. We will continuously measure and evaluate performance and effectiveness, and seek real-time feedback to refine, redesign and enhance delivery of care to evolve with changing needs and new approaches to care.



How to advance this priority

The THP Quality Model will be embedded in all we do to ensure that services, policies and processes are designed to satisfy the three components of quality: reliability, experience and improvement. Changes on units and to professional practice will start with these components in mind. When issues arise, they will be addressed using the THP Quality Model. When changes need to be made, this model will guide the process for learning and continuous improvement. In the years ahead, it will be used in multi-year plans to advance excellence and safety across THP. For example, this model will be used to plan and implement a new hospital information system (HIS) at THP. This will provide reliable information, enable clinical performance and support exceptional experiences. It will be continually refined to make sure it reflects future changes to practice and works for those who use it every day.




The model will be supplemented by a new THP Performance Index that will enable enhanced measurement and feedback on exceptional quality care and experiences. The Index will provide a more standardized and holistic approach to measuring quality than is currently available, and will support continued performance improvement over time.

Deliver high quality care, exceptional experiences: key areas of focus



OUR GOALS	AREAS OF FOCUS	THIS WILL...	EXPECTED OUTCOMES
Quality <i>Improved safety, clinical & operational excellence and exceptional experience</i>	Continual adoption of leading practices through standardization and clinical service planning Enhanced communication through tools such as AIDET, diversity training and engagement A modern HIS with new tools that enable quality Innovation and research focused on improvement, including development of a THP Performance Index	Deliver leading practices and new approaches with a focus on benefits to patients Create consistent health care experiences from registration to discharge and across transitions in and out of hospital Provide new automated tools and prompts to support quality and reliability Improve measurement of impact Create a teaching environment focused on quality and learning	Improved safety Improved clinical outcomes Improved patient satisfaction and provider engagement Culture of quality and safety and sustained improvement
Access <i>Additional acute & community capacity, effective transitions and lower wait times</i>	Capacity creation through new approaches and new techniques Optimized capacity and resources across sites Ambulatory services aligned and repurposed to create more timely access to care Planning approach for health equity Innovation and research focused on access and transitions	Improve transitions, patient flow and appropriately reduced length of stay Streamline processes and systems and improve allocation of resources Enable care delivery for more patients than ever before, including those facing health inequities Ensure coordination across hospital and community services	Reduced wait times and improved equity Reduced avoidable hospitalization Improved patient satisfaction and provider engagement
Sustainability <i>Overall fiscal health and investment for future</i>	Annual and multi-year planning and improvement Analytics to support operational excellence Promotion of green initiatives Advancement of partner and shape priorities	Enable continuous improvement and optimization of resources Capture efficiencies to reinvest into patient care	Improved allocation of resources Improved fiscal health Improved workforce retention and growth Reduced environmental waste

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

In 2015, Trillium Health Partners and Saint Elizabeth Health Care partnered with patients and families to create and co-design the award-winning Putting Patients at the Heart Program (PPATH). Claire was one of the patients who benefited from the program and the seamless transition between hospital and home after her cardiac surgery. She received care focused around her specific needs while she recovered at home.

Partner for Better Health Outcomes

THP was founded on the strength of partnerships. This began in 2010 with Partnering for Patients, the process that brought two hospitals together as THP and enabled the improvement of quality, access and sustainability amid increasing community need. A new kind of health care for a healthier community cannot be realized alone. Partnering for better health outcomes means: working together, inside and outside, 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.

A more complete and inclusive system of care

Coming together to coordinate and integrate care while supporting the complex needs of the community will require teamwork and partnership inside and outside the hospital.

The patient journey includes many providers, whether in a hospital, community or home care setting, each bringing unique and important expertise. Creating a more complete and inclusive system of care that leaves no one behind means working together to establish more integrated partnerships for change. Partnerships will continue to be one of the critical levers to create capacity by optimizing resources across the system to address community need and ensuring the right care, in the right place, at the right time with safe transitions at every stage. Partnerships with the community will also be critical to support vulnerable populations at risk, reduce inequities and improve health.

No one organization or sector can do it alone. Partnership across the continuum is vital to creating a system that promotes improved health: from acute care, where THP has direct accountability for service delivery, to transitional care and community partnerships that will impact service delivery to help create a complete system of care, to partnerships with other sectors to prevent illness, promote wellness and influence community health.

Collaboration in care

A new kind of health care for a healthier community seeks to understand patients as individuals with unique needs for body, mind and spirit that extend beyond the hospital, and with a key role in their own well-being through self-care. Teamwork between patients, families and providers, within and beyond the hospital, is essential to helping each person be as healthy as they can be at every stage of life. This will require a continued focus on improving communication, collaboration and understanding among all members of the health care team — with patients and families at the centre.

Effective collaboration has patients and families as active participants in their care, working closely with the care team to define goals and a care plan, ensuring personal needs and preferences are met. Care is coordinated across the continuum, with cases reviewed by the entire team to ensure consistent support and follow-up throughout the patient's journey.

The Medical Psychiatry Alliance (MPA) is one example of how programs at THP are embedding collaboration into care. The first program of its kind in Canada, MPA is a collaborative partnership whose goal is to transform the delivery of health services for patients who suffer from both physical and mental illness.

At the core, models for collaboration are designed and reinforced using evidence-based research. Patient outcomes are continuously tracked and evaluated to ensure treatment is effective and providers are accountable.¹⁶

What we heard

“We need to care for the community as a whole team, working together, combining our skills and passion to take care of the physical, mental and emotional well-being of patients.”



Tohram Health Partners
Care Together
Volunteer

FOR CALL & CARE CHAL 8000

Fostering successful partnerships

THP has learned a great deal about what it takes to identify and build partnerships that advance our mission and work for the community. Successful partnerships take time, energy and resources. They are built on trust, respect and shared goals and values. Key principles have been developed that will guide us in identifying potential partners and help interested organizations understand the hospital and its goals. These principles will act as “markers” to hold one another accountable in a partnership.

Partnerships need to be aligned with the hospital’s strategy, mission, vision, values and goals, and offer complementary or compatible skills, knowledge, resources and governance structures.

THP is an organization that believes in the power of Better Together; working together means achieving more for health and for each person than was ever thought possible.

THP partnership principles

These principles will guide us in every partnership we explore:



Aligned Values

We share common values and bring with us a commitment to living these values in all decisions and actions.



Community Builders & Collaborators

We share a vision of building a new kind of health care for a healthier community through collaboration and shared goals. We demonstrate that commitment through actions and measurable results.



Diversity & Inclusion

We place value on unique and diverse perspectives and opinions, and believe that working together makes us stronger and better. We actively support inclusivity and work to ensure no one is left behind.



Experience-Focused

We prioritize the experience of patients and families in every decision we make and in ways that make meaningful differences for them. We also value the experience of providers to ensure the system works well for all.



Trusted & Accountable

We will communicate in an open and transparent manner, and will be committed to success of the partnership for patients and families. We will hold ourselves and each other accountable to the objectives and principles set.



Innovative Thinkers

We bring new and creative ideas to the table and have the courage to explore and create solutions. Together we drive innovative and effective solutions to address critical health system issues.

How to advance this priority

In everything we do, the hospital must ask how working together can better unlock possibilities for health care and health by creating a complete and more inclusive system. This means focusing on more collaboration, better transitions between providers and creating capacity and supports where gaps exist. Partnerships are essential to a system of care — from those with other hospitals, to primary, community and palliative care, to the city, region and other public and private sector partners. The partnership principles bring focus to opportunities with the right foundations in place to deliver value for patients, family members and those who deliver care.

Partner for better health outcomes: key areas of focus



OUR GOALS	AREAS OF FOCUS	THIS WILL...	EXPECTED OUTCOMES
Quality <i>Improved safety, clinical & operational excellence and exceptional experience</i>	Integration and collaboration between providers and partners Real-time tools for patient and provider access to information, including a modern HIS Optimized use of resources across partners	Improve clinical decision-making and care through collaborative teams that focus on patient needs for body, mind and spirit Enable safe, supportive transitions for all Create real-time access to information and one source of truth Improve use of resources across the system	Improved safety Improved clinical outcomes Improved transitions Improved patient satisfaction and provider engagement Improved effectiveness and efficiency across system
Access <i>Additional acute & community capacity, effective transitions and lower wait times</i>	New community capacity for 500+ LTC and transitional beds Health hubs for those with greatest need New approaches for ambulatory care	Provide patients with improved access to needed services in the community, with a focus on seniors and those with greatest needs, which will help to improve access to hospital services	Reduced wait times in hospital for an alternative level of care Improved patient satisfaction and provider engagement Improved effectiveness and efficiency across system
Sustainability <i>Overall fiscal health and investment for future</i>	Streamlined service delivery through partnership New revenue in partnership with the THP Foundation	Provide the right care, at the right time, in the right place Improve care through new approaches Create opportunities for investment	Improved fiscal health Increased investments for the future Improved workforce retention and growth

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Shape a Healthier Tomorrow

The key to success continues to be our commitment to delivering exceptional care today, with a focus on building a better tomorrow.

This approach has meant being able to shape and define the future, instead of being defined by the challenges that lie ahead. This has resulted in important care improvements for the community, as well as the establishment of THP itself. Over 60 years ago, this community had a vision for health care which, alongside investments in hospital services and multiple transitions through the years, helped form THP, Ontario's largest community academic hospital.¹

Moving forward, the focus is on creating better health for all in the face of unprecedented demand for services, and the challenges and complexities faced by those who come to the hospital for care. There are three key factors that will help shape the future within this context: building new hospital capacity, adopting new technologies, and supporting an ecosystem of new partnerships and networks for a prosperous and healthy community.

Building new capacity for a new kind of health care

By 2029, THP will have nearly 2,000 hospital beds across all sites. This growth will be achieved through: the master plan redevelopment at MH and QHC; maximizing capacity at CVH; and new long-term care and transitional care beds through community developments, such as health hubs, which will include acquiring new land and building new partnerships to improve access to care. THP will also apply for the next phase of the master plan redevelopment with a focus at CVH.

Building new physical capacity in this community is critical due to growing demands that have outpaced investments; however, this means more than simply investing in new buildings. It requires investing in buildings in a way that unlocks the potential of a new kind of health care, promoting flexibility and reducing reliance on traditional institutional infrastructure. This will draw on a variety of mechanisms including digital, mobile and virtual technology, tools to enable patient-directed care and innovations for how facilities are organized and how everyone works together. It means designing and building new capacity for the decades ahead — for the patients, families, staff and providers of tomorrow. This work will be aspirational and intentional, designed for the growing and changing needs of the future.





Harnessing new technological advancement

Rapid technological advancement is transforming industries across the globe, allowing organizations to deliver better experiences and improve performance. In the decade ahead, technology will play an important role in health care innovation. Adopting the most promising technological advancements will be critical in helping to manage unprecedented demand and supporting a healthy community. A new hospital information system will lay the groundwork for this adoption, supporting patient-facing technology and information sharing to enable new partnerships. New technology will also create opportunities for transforming care, through advanced analytics, personalized medicine, machine learning and tools for virtual, mobile and self-care.

Championing health and community prosperity

Health is an integral part of a thriving community, impacting not only the wellness and quality of life of individuals, but also the social and economic strength of the community. There are many players, within health care and beyond, that contribute to health. As a member of the broader system, THP has a responsibility to participate and shape this ecosystem of partnerships that support prevention and health promotion. The hospital will play both a convening and participant role in improving health outcomes. THP will also draw on its collective expertise to shape future services that are necessary to support health and community prosperity. Together with the broader system, THP can help create and deliver new solutions that produce better health, better care experiences for patients, families, staff and providers and create economic value to sustain services for tomorrow.

Working together THP can help shape a future that reimagines the possibilities for health not only for the community, but for those facing similar challenges beyond the region. This vision will also attract and retain talented individuals and will continue to strengthen this organization and region for years to come. This is the engine for a new kind of health care for a healthier community.



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



THP collaborated with six primary schools in Mississauga to co-design an engagement activity for children in grades 2 to 4. The children were asked what helps them to be healthy. The responses, including those from Robert's grade 4 class at Kenollie Public School, provide important insight into what the youngest members of the community believe is important for physical, mental and emotional health.

How to advance this priority

Over the next decade, THP will embark on several major investments to shape a healthier tomorrow, including: building capacity for the future; adopting new technology and sharing information across the community and beyond; and, strengthening the broader network, or ecosystem, that influences the health and prosperity of the community.

Shape a healthier tomorrow: key areas of focus



OUR GOALS	AREAS OF FOCUS	THIS WILL...	EXPECTED OUTCOMES
Quality <i>Improved safety, clinical & operational excellence and exceptional experience</i>	Regional information sharing and research on health systems and population health Advanced analytics to drive improvement	Design the system of the future Support adoption and scale of improved care approaches Empower patients and providers with greater information sharing and collaboration for decision-making	Improved clinical outcomes Improved patient satisfaction and provider engagement Improved effectiveness and efficiency
Access <i>Additional acute & community capacity, effective transitions and lower wait times</i>	Patient-facing technology and tools, including greater online and virtual tools Building for the future: 500+ hospital beds of capacity at MH and QHC with optimization at CVH Advanced analytics to optimize resources	Enable self-care and remote monitoring Optimize resource use and improve access to acute care Enable efficiencies in the delivery of care through new care approaches and new physical space designed around patients and providers	Reduced wait times and improved equity Improved patient satisfaction and provider engagement
Sustainability <i>Overall fiscal health and investment for future</i>	Contributions to building and advocating to support the community and transformational innovation Highly effective and efficient care approaches New revenue sources	Support health promotion and prevention Identify partnerships that will strengthen the community health ecosystem Create new approaches that improve health and system sustainability	Improved effectiveness and efficiency Increased investments for the future

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A Letter to Future Residents

Welcome to our region, a community where you will feel safe, happy and healthy.

We know that better health includes physical, mental and spiritual health. This is the reason we are striving to build a region that has a strong “Quality of Place,” an idea that spans more than just health care — it means a region that is safe, inclusive, and supports people in mind, body and spirit.

Our diversity is a strength in so many ways. We know that this strength is built both by celebrating our diversity and by finding common ground to share our experiences.

Our hope is that we deliver the quality of care you deserve and give caregivers all the supports they need. We have worked hard to support a holistic approach to health and improve inclusion, mental health, well-being, gender equality and poverty. We’ve created a health care system that is an interconnected network of people and partnerships that is easy to access and enhances your quality of life.

We hope you live in a region where every resident feels they have equitable access to health care, support services and education. Where people, regardless of age and income, know their needs are prioritized.



Excerpt from a letter written in 2017 by a group of over 200 residents, organizations, associations, patients and families at the Better Health Matters Forum — an event to define what a healthier and inclusive community would look like 20 years from now. To read the full letter, please visit www.trilliumhealthpartners.ca



Enabling Our Strategy

This strategy will first and foremost be enabled by the outstanding and committed people who deliver and support care each day, from those working here today to the learners that will make up the next generation of health care professionals. THP will continue to build and strengthen an environment for people to realize their personal potential while contributing to the mission of a new kind of health care for a healthier community. This requires a healthy, safe and respectful environment that is predictable for practice and work. It also involves cultivating opportunities for personal growth — to learn, teach, discover and lead in ways that enrich the professional experience and positively impact patients, families, the community and each other. It requires everyone at THP, including patients and families, to be engaged in shaping what happens here.

The full aspiration of this plan will require pushing beyond the boundaries of the current approaches. As Einstein said, “you can’t solve problems with the same thinking that created them.” Together we will strive for unimagined solutions to the challenges we face by taking research and innovation to the next level at THP. We will invest in people, partnerships, processes and systems to bring new thinking, tools, insights and capabilities to meet the needs of the community and realize our mission.

People

Creating the workplace for
today and tomorrow

Education

Advancing excellence through
teaching and continuous learning

Innovation

Fostering core and transformational
innovation

Research

Leveraging research for
better outcomes

Enabling the Strategy: People

Creating the workplace for today and tomorrow

This strategy lives in everyone at THP. The people who work, learn and volunteer here are vibrant, skilled and focused on delivering safe, high quality care. Continued investment in the workplace will be critical to enabling the path forward, including: continuing to foster an environment of respect; ensuring people are engaged meaningfully at all levels; working together in teams; and supporting a skilled, adaptable and agile workforce.

Guided by our Declaration of Respect, and by embracing diversity, this workplace is and will continue to be one that attracts and retains talent, and where everyone can thrive (Appendix I). Through engagement at all levels, we will develop priorities, share in problem-solving and encourage all feedback. This input will help build plans to further invest in tools, equipment, learning and development that people need to achieve their goals and our mission.

Each person at THP plays a vital role in nurturing and strengthening the workplace. Councils, committees, associations, unions and forums, representing everyone at THP, including patients and families, all contribute to this workplace environment. People are key to enabling the strategy, with a focus on inspiring those who work at THP and supporting a culture where everyone works together to challenge the limits of what is possible for health and the human spirit.



Creating the workplace for today and tomorrow: key areas of focus

Areas of focus	This will be accomplished by...
Supporting a healthy, safe and respectful environment	<p>Continuing to embed the Declaration of Respect across our organization</p> <p>Providing ongoing training, tools and equipment to support the workforce in creating a safe environment for all</p> <p>Embracing diversity through cultural competency training and ongoing development</p>
Practicing meaningful engagement at all levels	<p>Practicing a consistent engagement approach that is two-way, using councils, committees, associations, unions and forums for all who work, volunteer and learn here, and patients and families</p> <p>Developing better ways for people to engage and contribute meaningfully in program evolution</p>
Enabling a skilled, adaptable and agile workforce	<p>Attracting and retaining top talent by creating the best environment and supporting career growth, including career development through internal opportunities</p> <p>Rewarding and recognizing talents and contributions of individuals and teams - this includes competitive compensation and benefits that support work-life balance, opportunities for career growth and learning and awards</p> <p>Using advanced analytics to understand and predict workforce needs, to support care delivery and to provide a strong environment for practice</p> <p>Furthering development of the Better Together: Advancing Excellence Program for leaders and the Invitation to Leadership Program</p>
Working in teams	<p>Recognizing individuals and teams to celebrate and acknowledge their accomplishments and commitment to our mission and values</p> <p>Supporting development of individual strengths and skills, and building strong teams across professions, specialties and disciplines</p>
<p>A more detailed blueprint on People will supplement this plan.</p>	

Enabling the Strategy:

Education

Advancing excellence through teaching and continuous learning

A new kind of health care requires a commitment to education and ongoing learning. It is about learning from one another every day — other providers, staff, patients and families, partners — to better meet the needs of the community. For everyone at THP, this means continuously improving skills to ensure leading practices are embedded and health outcomes for patients are improved.

THP will provide the next generation of health professionals with a unique learning environment through partnerships and affiliations with institutions such as the University of Toronto Mississauga (UTM). Students will benefit from knowledge on systems and population health generated by the work of the Institute for Better Health. Learning within an interdisciplinary team, and with patients and families, will hone the skills needed to deliver exceptional care experiences. This will all be supported by the collective knowledge of staff and professionals at THP to ensure students have multiple ways to learn, incorporate, evaluate and share knowledge.

To help people be their best, THP will invest in professional development through continuous learning opportunities including workshops, conferences, scholarships and on-the-job development, as well as improving collaborative practice through team-based learning. The vast expertise at THP will be harnessed by helping people get involved in teaching, mentoring and coaching others.



Advancing excellence through teaching and continuous learning: key areas of focus

Areas of focus	This will be accomplished by...
<p>Developing the next generation of health professionals</p>	<p>Attracting talented learners and supporting future needs of the community</p> <p>Implementing a comprehensive simulation strategy for learning</p> <p>Promoting flexibility in learning and expanded reach through webcasting, online modules, “just in time” teaching at huddles and flipped classroom strategies</p> <p>Focusing on system leadership and the necessary leadership competencies for the future</p> <p>Harnessing the knowledge and expertise of the people at THP to inform curriculum for learners and to provide mentoring, coaching and collegial support</p>
<p>Supporting interprofessional care through collaborative learning</p>	<p>Embedding interprofessional skillsets through practical learning approaches and strategic projects, including the Medical Psychiatry Alliance</p> <p>Expanding education for health professionals through partnerships with affiliates</p> <p>Collaborating with patients, families and providers to develop the skills needed to create holistic care plans focused on patient health goals</p>
<p>Setting a new standard of excellence in health care leadership</p>	<p>Training, development, coaching, mentorship and a community of practice for leaders at THP to create a new standard for health care leadership that can be shared beyond our walls — this will be enabled through a number of initiatives including the Better Together: Advancing Excellence program</p>
<p>Supporting continuous growth, learning and development</p>	<p>Growing and cultivating opportunities for continuous learning and development</p>
<p>Investing in mentorship as a key approach to development</p>	<p>Using mentorship to support development for staff, professional staff, learners and volunteers</p> <p>Refreshing and expanding the Invitation to Leadership program to reach more people through formal mentorship and professional sponsorship</p>
<p>A more detailed blueprint on Education will supplement this plan.</p>	

Enabling the Strategy:

Innovation

Fostering core and transformational innovation

Innovation lies at the heart of THP's ability to create a new kind of health care for a healthier community. People across THP have consistently introduced new ideas, both small and large, resulting in significant improvements to the health of the community and beyond.

A focus on innovation encourages thinking differently to unlock solutions for the most persistent challenges. Innovation supports ideas that are born out of the hearts and minds of those closest to the issues: patients, families and the people who support care delivery. THP will foster these solutions at the point of care through core innovations to improve the way people work today. These ideas will also be supported at the system level through transformational change for greater impact. Today, new trends like artificial intelligence, virtual care, robotics and mobile technology have the potential to dramatically change the way we work to improve quality, access and sustainability. Looking to the future, innovations that prevent illness and rethink how care is delivered across the borders of organizations will help improve health.^{17,18}

Innovative ideas must strive to improve the care that is delivered, the experience of patients, families and providers, and the health of the community by addressing the challenges THP faces. To help foster and sustain a successful culture of innovation, THP will invest in new innovation funds, infrastructure and leadership, and will also select key collaborators to support transformation.



Innovation can be driven in many different ways. Looking to the challenges ahead, THP must explore all paths for innovation:

Funding models – innovative models that take advantage of alternate funding or costing opportunities to deliver high quality at a lower cost.

Processes – introducing, adopting or developing innovative processes that unlock new capabilities and efficiencies.

Organizational design – arranging institutional resources and structures in a novel way to deliver additional value.

Service design and delivery – developing or redesigning services to deliver superior experiences and outcomes.

Engagement strategy and mechanisms – exploring novel ways to engage with users to improve participation, communication and knowledge.

Fostering core and transformational innovation: key areas of focus

Areas of focus	This will be accomplished by...
Fostering a culture of innovation throughout THP	<p>Setting aside \$1.25 million over the next five years to support development and spread of innovative solutions generated by people at the point of care</p> <p>Recognizing, supporting and promoting innovation at THP through formal Innovation Awards and a collaborative environment to nurture new ideas</p>
Innovation leadership at all levels	<p>Attracting a Chief Innovator to lead and support our innovation portfolio and execute THP's vision for innovation including attracting top talent and building innovation capacity</p> <p>Establishing governance and support for innovation</p> <p>Engaging staff, professional staff and volunteers who are most familiar with the work and opportunities</p>
Exploring and advancing transformational innovations that improve outcomes	<p>Selecting key collaborators in known areas of transformational opportunity, including artificial intelligence, automation and virtual or mobile care</p> <p>Establishing a \$3 million Innovation Trust with the THP Foundation dedicated to transformation and system impact beyond the hospital walls</p>
A more detailed blueprint on Innovation & Research will supplement this plan.	

Enabling the Strategy: Research

Leveraging research for better outcomes

The Institute for Better Health (IBH) is pioneering a new kind of research that discovers novel ways to improve health care and health in the community, resulting in better outcomes and experiences. IBH strives to embed research and rapid learning approaches in day-to-day hospital operations to address real-life problems such as how to organize, finance and deliver care. This means applying scientific expertise to help understand the needs, preferences and aspirations of the community, and to discover solutions that can be shared and sustained. The diversity of this community provides a unique opportunity for insights into high quality health services and population health to be shared broadly to benefit other regions.

IBH attracts renowned scientists to lead discovery in key areas, including patient and family-centred care, implementation science, innovative care models and population health. IBH also supports the curiosity of the organization as a whole to find solutions to everyday problems faced by providers and patients as part of the care journey. IBH scientists seek to forge strong collaborative research partnerships with the University of Toronto and community partners.

The insights developed through research will help build a better system for all, co-designed with the community members who rely on it and the people who work within it.



190+

Ongoing research projects

150+

Internally-led projects

20+

THP departments represented in research projects

70+

External collaborators

Leveraging research for better outcomes: key areas of focus

Areas of focus

This will be accomplished by...

Creating excellence in research through interdisciplinary team-based approaches

Attracting and retaining leading research chairs and scientists to guide and steward key areas of research

Supporting patient, family and community engagement throughout the research process

Strengthening capacity for research through the people at THP

Equipping the organization and partners with new information and insights

Building a state-of-the-art data and advanced analytics platform to link disparate community data sources centred on patients, families and communities and support advanced predictive analytics for decision-making

Advancing research across key areas that are aligned to our mission and the needs of the community

Focusing on population health research to improve overall health and well-being

Supporting research to improve the health of patients and families, the community and beyond through better understanding of how social, cultural, environmental, occupational and economic factors influence health status

A more detailed blueprint on Innovation & Research will supplement this plan.

We All Have a Role to Play



A strategy is a plan that points us in the direction we want to go. With over 12,000 people working at THP, we could end up in different directions without a plan, even with the best of intentions. To be successful, we all have a role to play in this strategy: staff, professional staff, learners and volunteers, and patients, families and the community.

To achieve a new kind of health care for a healthier community, each of us will need to:

- **Be committed to the plan we have set**, continuously reminding ourselves of our mission and bringing it to life through our choices. The strategy includes key tools to help us remain disciplined: the Patient Declaration of Values and the Declaration of Respect to remind each person of the standard we collectively set for actions and behaviours; the THP Principles for Transformation to guide how change is led; the Strategic Decision-Making Framework to help align services to strategy; the Ethical Decision-Making Framework to guide our choices; and the Enterprise Risk Management Framework to help with careful planning and reducing risk (Appendices I-IV). We commit to continuously using these tools and being accountable for their use.
- **Be engaged in working together** to continue to foster an exceptional environment for healing, practice and work, and to shape decisions to transform health care. This means building an environment of trust and respect, and taking part in collaboratively creating solutions for today and for tomorrow, across disciplines and with patients, family members and the community. Each of us needs to continue to use councils, committees, associations, unions and forums to communicate openly and respectfully and translate this plan into action. We need to remain agile and open to change with the necessary supports, and participate in continuously improving care and building for tomorrow.
- **Be accountable for achieving success** for patients, family members, the community, staff and providers. Together and as individuals, we will regularly assess our progress against the outcomes and measures that have been established. This will help us know when and how to make adjustments to keep this plan alive and relevant.

As staff, professional staff, learners, volunteers and leaders, we will unlock potential together by living the strategy with patients, families and the community. We all have a role to play.

We all have a role to play:	
Everyone	<ul style="list-style-type: none"> Upholding THP values and beliefs Creating a healthy, safe and respectful environment for healing by committing to our Declaration of Respect Supporting and helping one another Continuously committing to your “why” Being involved and engaged Sharing feedback openly to help THP improve
Patients, Families & the Community	<ul style="list-style-type: none"> Being an active participant in the collaborative health care team working with you Communicating your unique needs and preferences Setting health goals with your health care team and supporting achievement through your decisions Engaging with us in the design of services that will better meet your needs Making choices in your neighbourhood to build a healthier community
Staff, Professional Staff, Volunteers & Learners	<ul style="list-style-type: none"> Working as a collaborative team that includes patients and families, bringing the best of your specific expertise and role Connecting and collaborating with others to use an approach that combines well-being in body, mind and spirit Engaging in priority setting, improvement and design of services within your unit or department and across THP through councils, associations and events Striving for excellence through measurement, continuous learning, improvement and innovation Striving to be the best you can be each day
Leaders	<ul style="list-style-type: none"> Developing and supporting the people of THP in achieving their potential and building the leaders of tomorrow Establishing priorities and plans that address the needs of today and tomorrow Allocating resources and making investments in people, processes and tools required to achieve our goals Striving for excellence through measurement, continuous learning, improvement and innovation Engaging meaningfully within THP and outside in the community to guide the organization Striving to be the best you can be each day
Board of Directors	<ul style="list-style-type: none"> Setting direction that addresses the needs of today and tomorrow Providing oversight and stewardship to ensure outcomes are achieved for the community Advocating for THP and the community at all levels (local, regional, provincial and national) Engaging meaningfully within THP and outside in the community to guide the organization



Measuring Success



This strategy was created to achieve the foundational goals of quality, access and sustainability, with the ultimate aim of improving health outcomes for the community.

As this strategy becomes action, we will continuously measure and monitor progress against our goals to keep us accountable to the people we serve and ensure we stay on the right track. Outcomes are monitored regularly using an organizational scorecard to assess the quality of care, experience of patients, engagement of those who work here and the fiscal health of the organization. All clinical programs will continue to measure and improve on clinical outcomes for patients.

The creation of a THP Performance Index will further advance how success is measured. This index will measure not only the quality and experience of the service delivered inside the hospital, but throughout the health care journey of patients and family members. We will regularly assess the indicators to monitor progress based on the community’s needs and the hospital’s priorities.

Achieving Our Strategic Goals

	Quality <i>Improved safety, clinical and operational excellence and exceptional experience</i>	Access <i>Additional acute and community capacity, effective transitions and lower wait times</i>	Sustainability <i>Overall fiscal health and investment for future</i>
Measurements	<ul style="list-style-type: none"> Improved safety Improved clinical outcomes Improved people engagement Increased patient satisfaction Improved effectiveness and efficiency 	<ul style="list-style-type: none"> Lower wait times and improved equity Optimized length of stay to achieve 100+ beds capacity 500+ new hospital beds 500+ new long-term care and transitional beds 	<ul style="list-style-type: none"> Overall fiscal health Investment for the future Workforce retention and growth Population health needs defined
Outputs	<ul style="list-style-type: none"> ✓ Consistent, reliable health care experience and clinical excellence ✓ Modern Hospital information system with real-time access to reliable information ✓ THP Performance Index: a composite of overall performance ✓ New innovations to improve care 	<ul style="list-style-type: none"> ✓ More patients able to be served than ever before ✓ Approx. 2,000 acute and 500+ long-term care and transitional care beds designed for the needs of tomorrow ✓ Integrated care from acute to community, including ambulatory care ✓ Collaborative partnerships beyond our walls 	<ul style="list-style-type: none"> ✓ Realized efficiencies to reinvest in care ✓ New sources of revenue ✓ Leadership and workforce of the future (recruit, retain and grow) ✓ Greater insights about health needs of community ✓ Improved allocation of resources

In Closing

This is a plan to create a new kind of health care for a healthier community.

It seeks to create a brighter future for every member of the community. It is a plan that helps each person achieve their health goals and envisions caring for the person and not just the patient. It harnesses the power of teamwork and partnership and builds on a strong foundation of excellence to create an inclusive and interconnected system of care that leaves no one behind.

We know that the hospital will continue to face unprecedented challenges in addressing the growing needs of this community, and we recognize that new thinking, new approaches and new levels of partnership will be required to improve the quality, access and sustainability of services today and tomorrow. This will mean pushing the boundaries of exceptional care for those in need today and for those at risk of needing service in the future, as well as working in partnership more broadly in the community to produce better health overall.

We all have a role to play in making this a reality, from staff, professional staff, volunteers and learners, to the Board of Directors and leadership, to patients, families and the community. Through engagement with over 180,000 people in the community, we heard there is a passion and desire to build a better future together. This includes other organizations and associations that work in the community and are critical partners to realizing this path forward.

Together, we are better and stronger, and will challenge the limits of what is possible for health and the human spirit with compassion, excellence and courage. We are creating a new kind of health care for a healthier community.





**Trillium
Health Partners**
Better Together

Appendix I

Patient Declaration of Values & THP Declaration of Respect



PATIENT DECLARATION OF VALUES

We worked with patients to develop our *Patient Declaration of Values*. These values tell us what matters most to patients in their care experience.

We promise to:

- Provide you with timely access to high quality care in a safe and comfortable environment
- Share meaningful information about your plan of care so you can make informed decisions
- Involve you and those most important to you in your care
- Listen and respond to your needs in order to build a trusting relationship
- Care for you with respect, compassion and dignity



THP DECLARATION OF RESPECT *Our Commitment to One Another*

As patients, staff, medical professionals, volunteers, learners, family members and visitors we are **Better Together**. We commit to living our values of compassion, excellence and courage, creating a healthy, safe and respectful environment for healing.

Together, we developed our shared expectations of how we treat one another and commit as a community to:

- Respect others and treat them as they would want to be treated
- Listen and engage to build trust and mutual understanding
- Involve one another and work as a team
- Take accountability for our actions and the impact they have on others
- Learn from our experiences and continuously improve



Appendix II

THP Principles for Transformation

BOARD-APPROVED PRINCIPLES FOR TRANSFORMATION



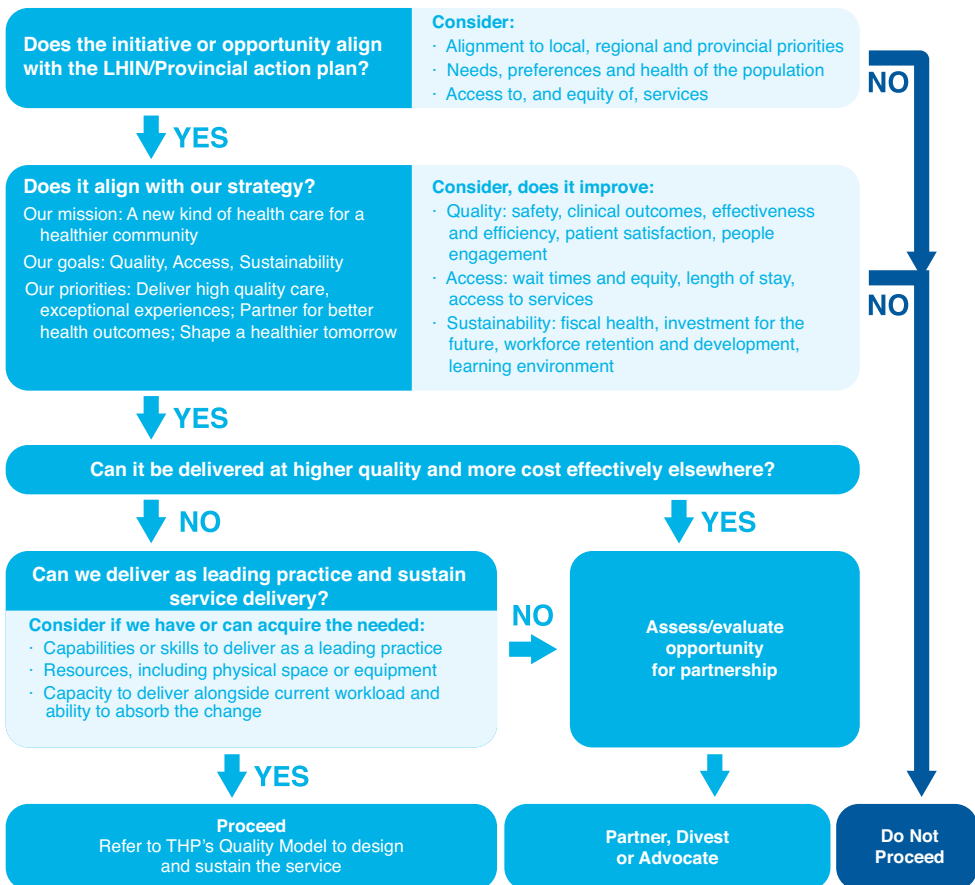
1. All things we do will be in the **best interest of the community**.
2. Patients and providers are our **best partners, advisors and champions**. Their active participation is both necessary and desirable and will be enabled.
3. We are **prepared to change** established practice patterns to improve delivery of care.
4. We are prepared to change how, where and when patients access services in order to **increase quality and access** to services.
5. We will **differentiate ourselves** as a provider of **highly integrated, complete care**. This will be enabled through effective partnerships.
6. Our **goal is to create a complete system of care** centred around the patient. We will understand and solve problems through this lens.
7. We will **seek out and take advantage of** opportunities to innovate delivery and practice.
8. We will make **informed decisions based on leading practice**. We will evaluate these decisions and make course corrections based on results.
9. **Change will be managed thoughtfully** to assess, mitigate and monitor risks.

Appendix III

Decision-Making Frameworks

Strategic Decision-Making Framework

Living this strategic plan every day requires continuous alignment of work to the strategic priorities and a commitment to making decisions that help achieve the goals set out in this plan. This framework will guide choices to ensure THP is pursuing opportunities that closely support strategy and will ultimately deliver better health. It will also ensure a fair and equitable process across the organization. This will be used in combination with the Ethical Decision-Making Framework.

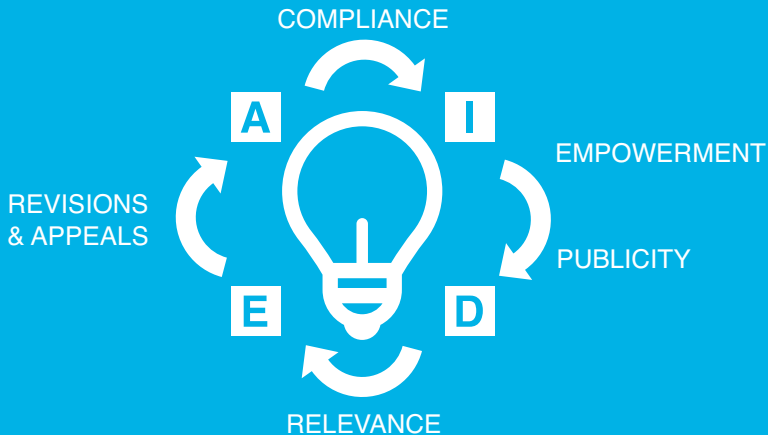


For every initiative, we must:

- Consider opportunities to align with education, innovation and research agendas
- Develop a business plan and seek appropriate approvals

IDEA: Ethical Decision-Making Framework

Everyone has a role to play in ensuring the ethical delivery of care, from the point of care to the boardroom. The Ethical Decision-Making Framework is a guide for working through ethical issues encountered in the delivery or planning of health care.



I IDENTIFY THE FACTS.

Ask: What is the ethical issue?

D DETERMINE THE RELEVANT PRINCIPLES.

Ask: Have perspectives of all stakeholders been heard?

E EXPLORE THE OPTIONS.

Ask: What is the most ethically justifiable option?

A ACT.

Ask: Are we (am I) comfortable with this decision?

What is an ethical issue?

Am I trying to determine the right course of action? Am I asking a “should” question? Are values and beliefs involved? Am I feeling uncomfortable?

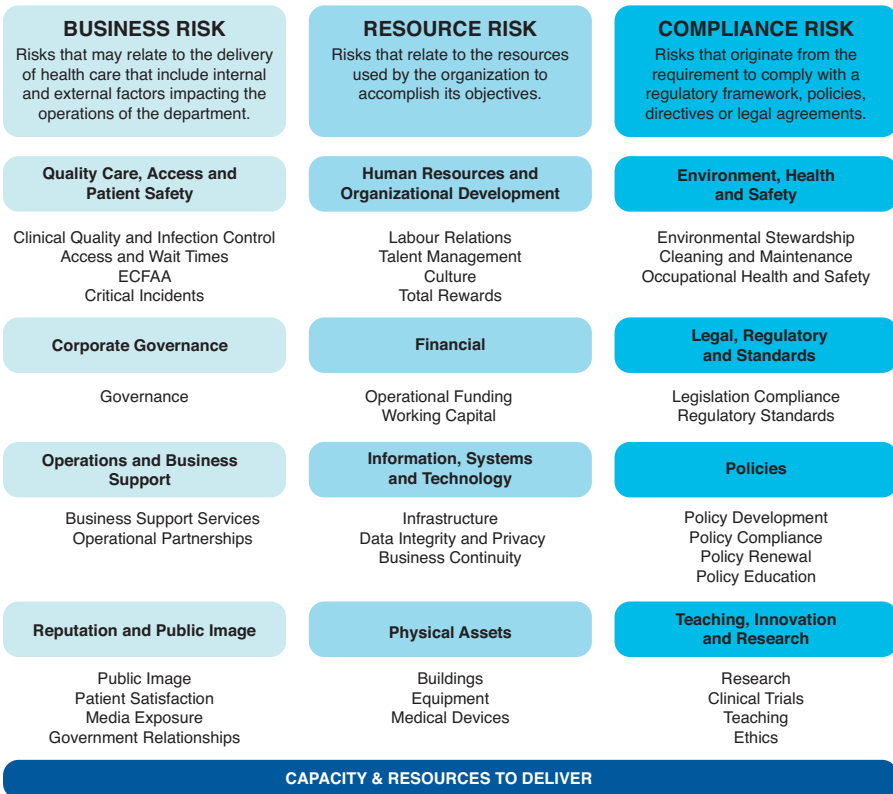
If you answer “yes” to any of these questions, you may be encountering an ethical issue.

Appendix IV

Risk Management Framework

THP uses a comprehensive risk management framework to identify and address risks that exist. It balances business, resource and compliance risks across the organization. As we implement this strategy over the decade ahead, we will monitor and mitigate risks, with a particular focus on themes that emerged as core risks to the plan, including: capacity and infrastructure, the wide-scale and complex nature of change, changing roles and accountabilities across the system and balancing the investment of time and energy between today and tomorrow.

Enterprise Risk Management Framework Clinical and Corporate Risk Domains



Appendix V

Major Accomplishments 2011 - 2018

Engagement

300,000 Partnering for Patients

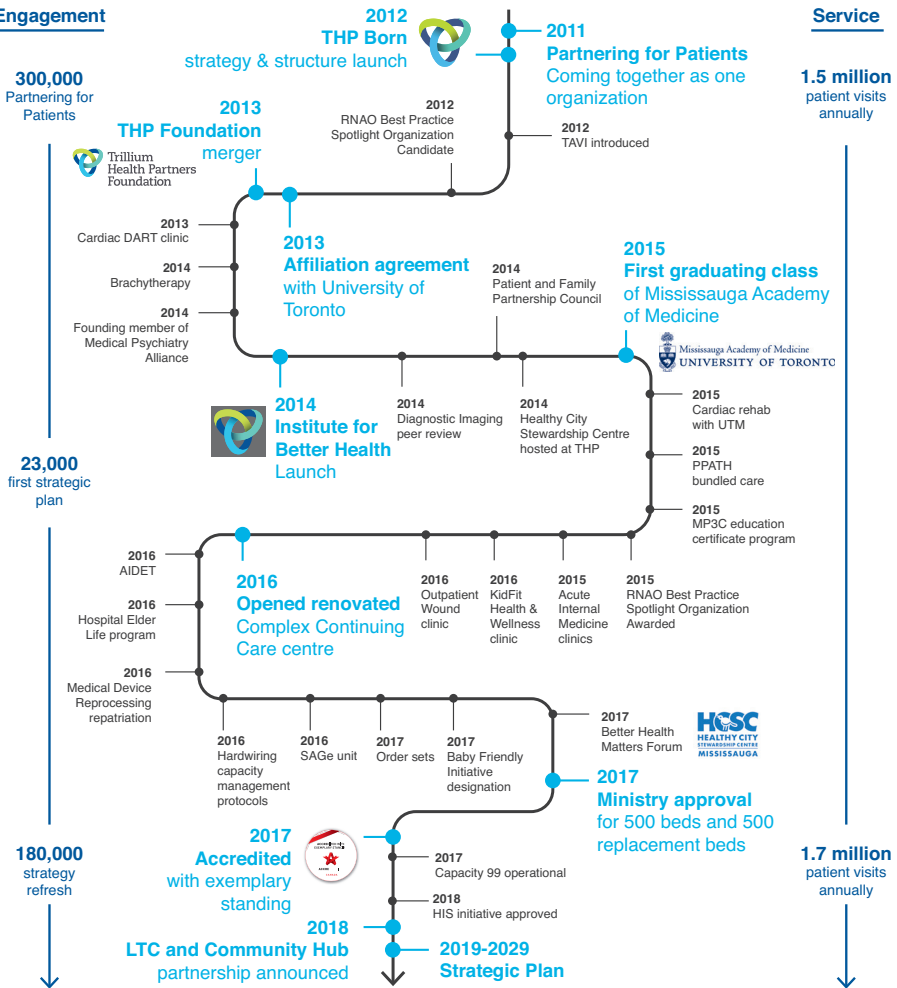
23,000 first strategic plan

180,000 strategy refresh

Service

1.5 million patient visits annually

1.7 million patient visits annually



A new kind of health care for a healthier community

Appendix VI

THP Baseline

THP is the largest academic community hospital in the province, caring for people from birth to end-of-life. The table below summarizes THP's baseline, with data available at time of print, across key indicators. This will be used in future years to assess change and progress.

THP by the numbers relative to peers and local hospitals (2016/17).

	THP	Average of Peer Academic/Teaching Hospitals (n=7)*	Average of Peer Large Community Hospitals (n=10)*	Average in Mississauga Halton LHIN (n=2)*	Average in Central West LHIN (n=2)*
Total People	12,475	12,298	5,224	9,055	4,304
Number of Employees	8,798	10,123	3,659	6,271	3,084
Number of Physicians	1,288	646*	627	797	500
Number of Volunteers	2,389	1,234*	973	1,988	721
Total Inpatient Days (includes ED)	486,728	383,808	198,127	347,002	169,888
Acute Patient Days	321,205	234,479	138,337	225,699	124,819
ICU Patient Days	25,743	33,902	9,466	16,903	9,100
Rehab Patient Days	49,982	38,440	9,671	33,322	14,695
Mental Health Patient Days	32,462	17,641	20,090	23,155	14,104
Chronic Patient Days	57,336	59,345	16,649	47,924	7,171
Volumes					
Ambulatory Care Visits	616,383	721,236	264,025	415,204	228,142
Emergency Department Visits (incl. Urgent Care)	270,929	135,319	133,632	210,554	134,198
Number of Births	8,634	5,197	3,913	6,074	4,277
Number of Surgeries	63,230	45,196	37,117	51,550	30,784
Performance and Acuity					
Emergency Department Wait Times Admit Patients LOS (90th percentile)	42.9	30	39	40.7	46.5
Average Length of Stay Acute (days)	5	6.3	5.4	4.9	4.3
Alternative Level of Care (ALC) Rates	12.9%	12.8%	18.2%	14.2%	6.4%
Actual Cost per Weighted Case (CPWC) Acute Inpatient & Day Surgery	\$5,504	\$6,095	\$5,306	\$5,617	\$5,421
Average Resource Intensity Weight	1.33	1.66	1.19	1.3	1.1
Medical Education					
Total Medical Training Days (MTDs)	40,981	200,450	13,735	24,035	4,750
Undergraduate Medical Trainee Days	16,754	28,026	3,389	9,243	971
Postgraduate Medical Trainee Days	24,227	172,423	10,346	14,792	3,779

***Notes:**

Peer Academic Teaching Hospitals Include: St. Michael's Hospital (includes St. Joseph's Hospital Toronto and Providence Healthcare), University Health Network, The Ottawa Hospital, London Health Sciences Centre, Hamilton Health Sciences, Sunnybrook Hospital and Sinai Health System

Peer Large Community Hospitals Include: Lakeridge Health, Niagara Health System, The Scarborough Hospital, Grand River Hospital, Humber River Hospital, North York General Hospital, Royal Victoria Hospital, Michael Garron Hospital, William Osler Health System, and Halton Health Care

Mississauga Halton LHIN Hospitals Include: Trillium Health Partners and Halton Health Care

Central West LHIN Hospitals Include: William Osler Health System and Headwaters Health Care Centre

Sources: Ministry of Health and Long-Term Care. Healthcare Indicator Tool. Ministry of Health and Long-Term Care Health Data Branch. [Online]. Toronto, ON, Spring 2017 [Accessed September 1, 2017]; Ontario Hospital Association Health System Funding Reform Forecasting Tool; Ministry of Health and Long-Term Care, Health Data Branch; Hospital Annual Reports and Websites, 2017.

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