



# Trillium HealthWorks

Building a stronger community together

## Trillium HealthWorks

### Trillium HealthWorks?

- On December 1, 2021, Trillium Health Partners and the Ontario Government announced Trillium HealthWorks – Trillium Health Partners' (THP) long-term redevelopment plan to build a stronger community together. We will do this by expanding our capacity through redevelopment projects and community partnerships that includes the Mississauga Hospital, Queensway Health Centre and community partnership project.
- Trillium HealthWorks addresses years of necessary investments that have not kept pace with growth and changes in this community.
- These redevelopment investments are essential for THP to continue to deliver much-needed services to those who need it most.
- The modernization of THP's health care facilities will be designed around the needs of patients, ensuring care is where they need it, when they need it.
- Building more hospital beds alone is not the solution. THP's plan to create a new kind of health care for a healthier community means advancing health across the hospital, the system and the community. That is why the Trillium HealthWorks initiatives include important partnership projects in the community, starting with long-term care.
- Trillium HealthWorks projects will expand and replace aging hospital infrastructure, add necessary capacity, feature modern hospital facilities and leading technology, and reflect the latest standards in infection prevention and control.

### Community Need:

- No community has grown more: Over the last 20 years, THP's catchment population has grown equivalent to the size of an entire city.
- No hospital in Ontario will face greater growth: the demand for THP's services is projected to double in the next 20 years.
- We care for more inpatients than any other hospital: THP cares for 7 times more acute inpatients than the average Ontario hospital.
- The complexity of the patients we care for continues to increase, with two times the number of people living with 2 or more chronic diseases than 20 years ago.
- Our facilities are outdated, with nearly two-thirds of patient rooms at the Mississauga Hospital up to 60 years old and only 35% are private rooms versus the 80% standard.
- 51% of the population in THP's catchment live in low or very low-income neighbourhoods, impacting community health in multiple ways.

## Trillium HealthWorks Projects

These projects will help build a stronger community together by adding critical capacity across our platform and for the health care system overall. The projects, which will see an increase of over 600 hospital beds across the organization, include:



### Queensway Health Centre Expansion:

- 9-storey, modern dedicated centre for complex care and rehabilitation services, where patients can receive and recover in a purpose-built environment
- Retaining existing hospital facilities to continue to provide high quality care to this community
- Over 350 beds
- 100% private rooms



### New Mississauga Hospital:

- Complete replacement of the existing facility
- Almost triple the size of the existing hospital
- 24-storey acute care facility
- Over 950 beds
- New and expanded Emergency Department (ED) – creating one of the largest EDs in the province
- 23 ORs, up from 14 today with specialized equipment and advanced imaging systems
- 80%+ private patient rooms
- New advanced diagnostic imaging facilities
- New pharmacy and clinical laboratory
- New parking structure



### Community Partnership Projects:

- New Long Term Care Home on Speakman Drive
- Interconnected community for seniors and caregivers
- Operated by Partners Community Health – a new, not-for-profit organization
- Phase One: Long-term Care Home
  - » Brand new 632-bed long-term care home
  - » Two units for patients with advanced dementia
  - » In-house dialysis program
  - » Day program for older adults living in the community
  - » Currently under construction, with an estimated completion in 2023
- Future phases: residential hospice built and operated by Heart House Hospice; and a health services building.

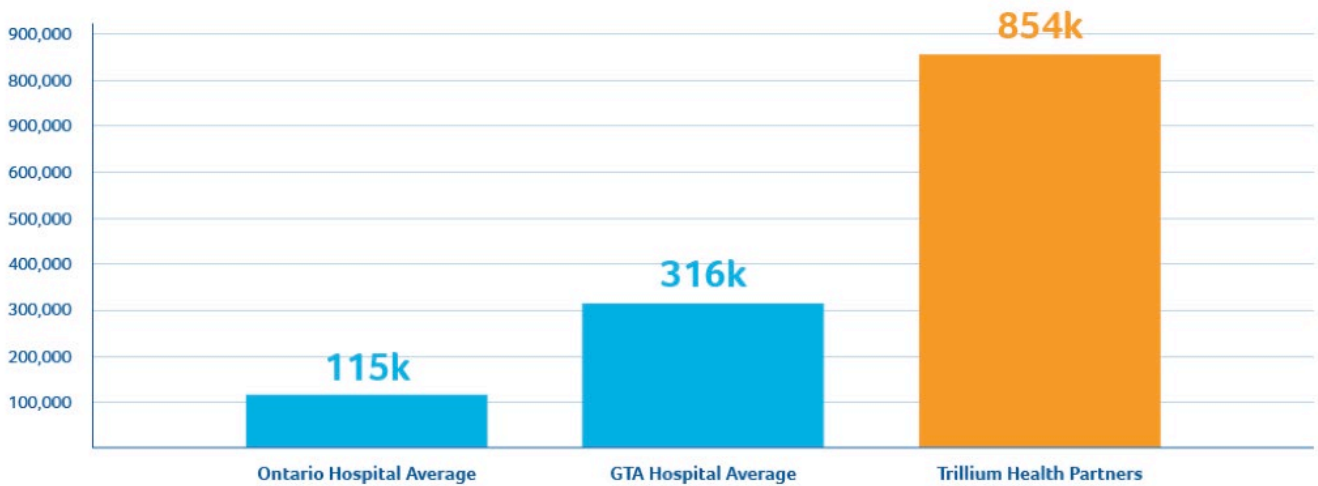
### Future Partnership Opportunities

- Partnership with Indus Community Services and Yee Hong Centre for Geriatric Care – culturally appropriate long term care
- Additional projects as further developed with our partners

# Appendix

## Largest community served in Ontario

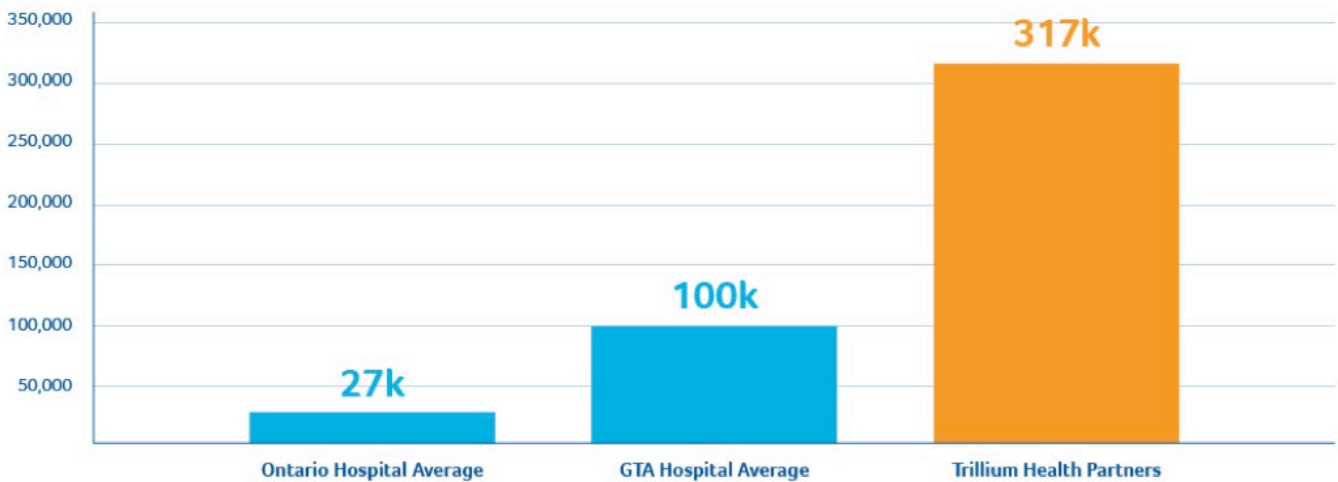
Trillium Health Partners' catchment population is 2.5 times the average GTA hospital



2019 hospital catchment population

## No Community has Grown More

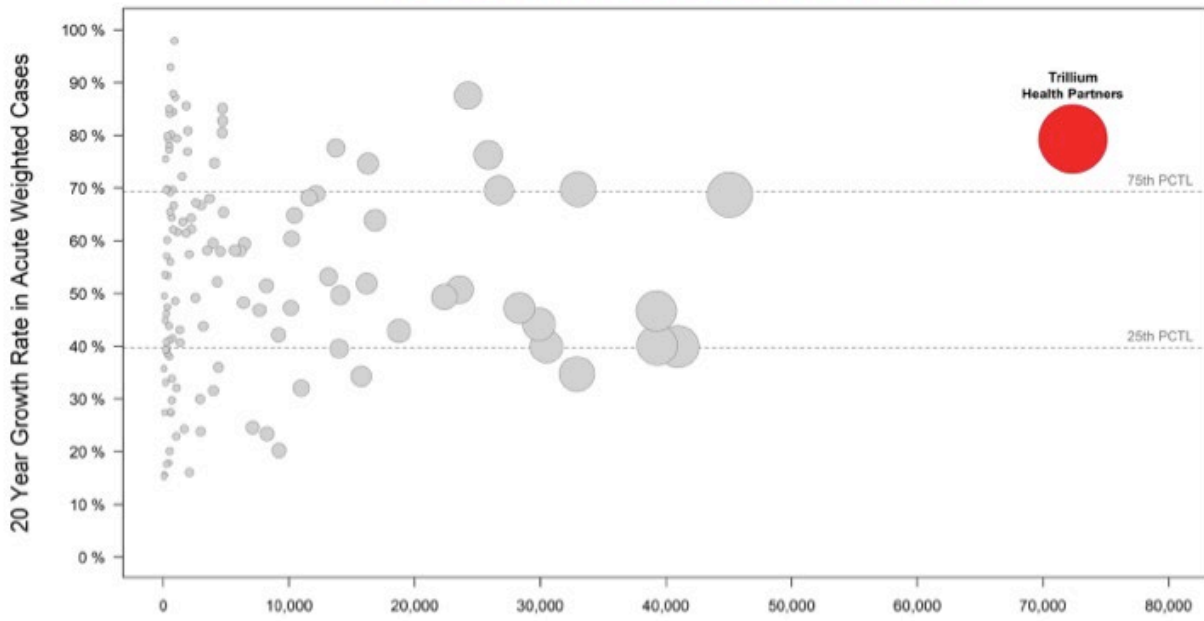
Over the last 20 years Trillium Health Partners' catchment has grown equivalent to the size of an entire city



Increase in hospital catchment population 1996 - 2019



### No hospital faces greater growth



Projected 20 Year Increase in Acute Weighted Cases

Weighted cases represent the care required per patient, based on acuity.

Projected growth in weighted cases from 2019/20 to 2039/40 based on Ministry of Finance population growth forecasts

**1,649,683** Patient visits  
 ↓ 102,562



**1,748**

COVID-19 patients treated



**279,452**

COVID-19 tests conducted



**66,369**

COVID-19 vaccines administered (UTM and THP)



Staff

**10,867**

**563**

Additional nurses hired

**298**

Additional allied health professionals hired  
 (Physiotherapists, pharmacists etc.)

**231**

Additional service staff hired  
 (Maintenance, food services etc.)

## Appendix II Hospital Funding

### THP BASELINE

THP is the largest 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 the time of publishing, 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 (2019/20)

	Trillium Health Partners	Average Academic/ Teaching Hospitals (N 7)	Average Large Community Hospitals (N 14)
<b>Total Revenue (millions)</b>	<b>\$1,111</b>	<b>\$1,113</b>	<b>\$429</b>
<b>Total People</b>			
# of Employees	10,215	10,849	3,796
# of Physicians	1,311	1,075	660
# of Volunteers	2,127	1,442	1,024
<b>Operating Expenditures</b>			
Administration and Support Services	21.30%	22.90%	24.16%
Inpatient Care	36.00%	34.53%	34.15%
Ambulatory Care	19.20%	15.86%	19.25%
Community Services	0.90%	1.61%	1.05%
Education	0.70%	1.23%	0.91%
Other services	21.90%	26.87%	20.48%
<b>Total Beds</b>	<b>1,404</b>	<b>1,109</b>	<b>593</b>
Acute	1,022	764	435
Mental Health	98	61	65
Rehab/LTC/CCC	284	284	93
<b>Total Inpatient Days (includes ER)</b>	<b>518,585</b>	<b>400,146</b>	<b>217,238</b>
Acute Patient Days	353,887	246,593	155,513
ICU Patient Days	29,680	36,796	10,737
Rehab Patient Days	38,236	22,784	19,448
Mental Health Patient Days	40,474	45,726	11,739
Complex Continuing Care Patient Days	56,308	81,248	28,020
<b>Ambulatory Care Visits</b>	<b>626,096</b>	<b>726,817</b>	<b>279,872</b>
<b>Emergency Visits (incl. UCC)</b>	<b>277,467</b>	<b>135,902</b>	<b>145,366</b>
<b>Inpatient Discharges</b>	<b>66,429</b>	<b>47,098</b>	<b>29,381</b>
<b># of Deliveries</b>	<b>8,527</b>	<b>5,366</b>	<b>4,022</b>
<b># of Surgeries (Inpt + DS)</b>	<b>64,816</b>	<b>46,628</b>	<b>31,420</b>
<b>ED Wait Times - Admit Patients LOS (90th%ile)</b>	<b>45.9</b>	<b>32.2</b>	<b>42.8</b>
<b>Average Length of Stay - Acute (days)</b>	<b>3.9</b>	<b>4.2</b>	<b>3.7</b>
<b>LOS Index (LOS/ELOS)</b>	<b>1.05</b>	<b>0.99</b>	<b>1.03</b>
<b>ALC Rates</b>	<b>12.6%</b>	<b>13.3%</b>	<b>16.6%</b>
<b>All Patients Readmitted to Hospital (%)</b>	<b>8.60%</b>	<b>12.90%</b>	<b>8.70%</b>
<b>CPWC-Acute Inpatient &amp; Day Surgery (FY18/19 - not updated)</b>	<b>\$5,803</b>	<b>\$6,120</b>	<b>\$5,354</b>
<b>ECPWC-Acute Inpatient &amp; Day Surgery (FY18/19 - not updated)</b>	<b>\$5,527</b>	<b>\$6,089</b>	<b>\$5,366</b>
<b>Over(-)/Under(+) ECPWC (FY18/19 - not updated)</b>	<b>-4.99%</b>	<b>0.22%</b>	<b>-0.51%</b>
<b>Average RIW (FY19/20)</b>	<b>1.47</b>	<b>1.83</b>	<b>1.32</b>
<b>Total Medical Training Days</b>	<b>41,679</b>	<b>200,989</b>	<b>11,715</b>
<b>UC MTDs</b>	<b>16,832</b>	<b>26,939</b>	<b>2,685</b>
<b>PG MTDs</b>	<b>24,847</b>	<b>174,060</b>	<b>9,030</b>

## Mississauga Hospital Redevelopment Timeline

# The New Peter Gilgan Mississauga Hospital



March 2021: Government of Ontario Approval



September 2021: Early Works Begin



2022: Parkade Construction Starts



2022: Request for Proposals



2025: Construction Starts



Construction Completion



Occupancy



Demolition of Existing Hospital



Trillium Health Partners' Regional Programs

Regional Program	Description	Hospital Site
<b>Cancer</b>	Located at the Carlo Fidani Regional Cancer Centre at Credit Valley Hospital, the Mississauga Halton Central West (MHCW) Regional Cancer Program oversees the delivery and quality of cancer services for over two million residents across the Ontario Health Central Region. Cancer care, treatment, and support are delivered through the MHCW Regional Cancer Program's four hospital partners in care: Halton Healthcare, Headwaters Health Care Centre, Trillium Health Partners and William Osler Health System.	Carlo Fidani Regional Cancer Centre at Credit Valley Hospital Mississauga Hospital Queensway Health Centre
<b>Cardiac</b>	THP's Regional Cardiac Health Program provides advanced cardiac services across all three hospital sites for diagnostic testing, heart surgery, recovery and therapeutic follow-up care. Cardiac Services houses two cardiac catheterization suites, two cardiac operating rooms, a nine-bed cardiovascular intensive care unit, 25 in-patient cardiovascular beds, four beds for angioplasty and pacemaker patients, and a range of facilities for families, staff, and physicians.	Credit Valley Hospital Mississauga Hospital Queensway Health Centre
<b>Diabetes</b>	THP's Regional Diabetes Program provides inclusive services for adults with prediabetes, type 2 and gestational diabetes including those who require complex care for chronic kidney disease, cardiovascular disease, diabetic retinopathy, neuropathy and related conditions. Services are provided at the Mississauga Hospital Diabetes Management Centre, the Credit Valley Hospital site and the Oakville site.	Mississauga Hospital Credit Valley Hospital 1235 Trafalgar Road, Suite 105, Oakville
<b>Genetics</b>	THP's Regional Genetics Program provides consultation regarding general, prenatal and cancer genetics. The team includes geneticists, genetic counsellors and support staff who work closely with the other specialties in the hospital, such as Maternal Child Services and Oncology, and other healthcare providers in the hospital and community to ensure patients' individual needs are supported.	Credit Valley Hospital
<b>Geriatrics</b>	THP's Regional Geriatrics Program provides many specialized services at the hospital and in-home to support the care of older adults with complex healthcare needs. Services include geriatric assessments, medical psychiatry and complex continuing care. The Seniors' Mental Health Unit is a 10-bed inpatient unit serving patients with acute and complex mental health, addiction and behavioural needs to provide treatment and successfully transition patients home to their community or long-term care facility.	Credit Valley Hospital Mississauga Hospital Queensway Health Centre
<b>Hepato-Pancreato-Biliary</b>	THP's Regional Hepato-Pancreato-Biliary (HPB) Program provides care for patients with benign and malignant diseases. The team manages cancers of the pancreas, bile duct, liver, gallbladder and metastatic colon/neuroendocrine tumours to the liver. Complex benign diseases also get transferred to THP including necrotizing pancreatitis. Services provided include diagnostic testing and confirm staging, as well as treatment including surgery.	Mississauga Hospital
<b>Neurosurgical</b>	THP's Regional Neurosurgery Program has 27 beds and provides tertiary-level neurosurgery services to patients from Peel, Toronto and Halton Regions. THP is the only community hospital in Canada to provide tertiary regional neurosurgery services including sophisticated neurodiagnostics, as well as care for patients with minor to severe head trauma, brain and spinal cord tumours, aneurysms, brain haemorrhage, cerebral vascular disorders, degenerative disc disorders, and chronic pain disorders.	Mississauga Hospital
<b>Palliative</b>	THP's Regional Palliative Care Program promotes optimal quality of life to support individuals with a terminal illness to live as fully and comfortably as possible to end of life. Staff work to meet the physical, psychological, social and spiritual needs of patients with sensitivity to their personal, cultural and religious beliefs and practices.	Credit Valley Hospital



## Appendix II Hospital Funding

Regional Program	Description	Hospital Site
<b>Renal</b>	THP's Regional Renal Program provides a single point of entry to services through the Regional Nephrology Clinic. THP supports patients to understand treatment options including dialysis and transplant procedures. Each year, THP's team of doctors and nurses monitors 3,000-4,000 patients.	Credit Valley Hospital Renal Care Centre
<b>Stroke</b>	THP's Regional Comprehensive Stroke Program is a 20-bed unit comprised of 12 acute beds and eight rehabilitation beds. The program provides tertiary-level adult stroke care serving the West Greater Toronto Area region. Mississauga Hospital is one of the top hospitals in Canada for delivering t-PA (Tissue Plasminogen Activator) to acute stroke patients.	Mississauga Hospital
<b>Thoracic</b>	THP's Credit Valley Hospital is a designated Level 1 Thoracic Centre in Ontario. THP's Regional Thoracic Program provides service to Mississauga and Halton Regions. Patients are referred to the Thoracic Diagnostic Assessment Program to receive diagnostic testing and confirm staging, as well as receive treatment including surgery. Surgeries performed include lung, mediastinal, upper GI surgeries, as well as for benign conditions such as reflux, various esophageal issues and hernias. The program is connected to University of Toronto's academic programs and supports in training fellows, residents and medical students, with a strong focus on undergraduate medical education and clinical research.	Credit Valley Hospital
<b>Vascular</b>	The Regional Vascular Program provides ultrasound and waveform testing on arteries and veins in the arms, legs and neck to look for blood clots, deep vein thrombosis or narrowing in the carotid arteries.	Mississauga Hospital
<b>Women's and Children's</b>	THP's Regional Women's and Children's Program provides patient-centred care to women for obstetrics, high risk antenatal care, labour and birthing, Neonatal Intensive Care, breastfeeding and jaundice assessment, gynaecology and colposcopy care, breast health, osteoporosis services, and sexual assault and domestic violence services. The Obstetrical Unit at Mississauga Hospital is a 32-bed unit where THP provides care to pregnant mothers who require hospitalization prior to birth and after delivery. The Birthing Suite at Mississauga Hospital has 12 labour rooms, two operating rooms, and one recovery room.	Mississauga Hospital Credit Valley Hospital

**For additional information please visit the  
Trillium HealthWorks website:**

[www.trilliumhealthworks.ca](http://www.trilliumhealthworks.ca)

