

# Halton Healthcare

2017/18 Annual Report



**Transforming  
the Community  
Hospital Experience**



Halton  
Healthcare

Healthcare is about people.  
Hospitals are the backdrop to important moments,  
where lives change forever  
and acts of compassion and exemplary care  
have a lasting impact.



# Exemplary Patient Experiences, Always

We have had another exceptional year with many achievements to be proud of as we continue to implement the strategic initiatives within our Strategic Plan Pathway 2020. Throughout the pages of this report, you will hear from our patients and their families about their lived experiences of our strategic priorities of Innovate, Collaborate and Empower. Patient-centred healthcare is a valued partnership that has been enriched with the inclusion, evolution and engagement of our Patient and Family Advisors. The patient's voice adds a powerful perspective that has been embraced at Halton Healthcare.

Over the past year we celebrated the completion of our three capital projects with the opening of the Milton District Hospital expansion on October 1, 2017. The conclusion of this project brings to a close a decade worth of planning and successful delivery of significant healthcare infrastructure. Our expanded infrastructure and dedicated teams contribute to the success and positions Halton Healthcare as an active participant in the Provincial and Regional healthcare landscape, aligned with Ontario's Patients First philosophy.

We continue to expand our range of clinical services, increase access to care, deploy innovative technologies throughout our organization and plan for the future healthcare needs of our communities. Our team has risen to the challenge to deliver on our vision to transform the community hospital experience and provide exemplary patient experiences, always. This was validated with our recent achievement of *Accreditation with Exemplary Standing*, the highest possible ranking from Accreditation Canada.

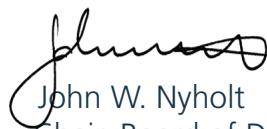
With passionate and dedicated staff, physicians and volunteers, coupled with the unwavering support from our Foundations and Volunteer organizations, we will continue to reach new milestones and achievements in the years to come.



Denise Hardenne  
President & CEO



Dr. Lorne Martin  
Chief of Staff



John W. Nyholt  
Chair, Board of Directors



**H** MILTON  
DISTRICT  
HOSPITAL



MILTON DISTRICT HOSPITAL



# Milton District Hospital Expansion

A significant highlight over the past year was the successful completion and seamless opening of our third infrastructure project—the Milton District Hospital expansion.

After many years of planning and two years of fast-paced construction we officially launched a new era of healthcare in Milton with the opening of the hospital's 330,000 sq. ft. expansion. Sunday, October 1, 2017 was truly a historic day full of memorable "firsts" and one that was shared with the entire community, who provided outstanding support for this project.

Since opening day we have continued to add services for our community including the hospital's first MRI, a Geriatric Clinic, a Mental Health Crisis Nurse, the expansion of the Mental Health Urgent Care Clinic, a Pediatric Observation Short Stay area within the Emergency Department, the introduction of Ear, Nose and Throat (ENT) surgery and the addition of a Special Care Nursery in the Maternal Newborn Department.

The results speak for themselves. Since opening day, our new Emergency Department has experienced, on average, a 23 percent increase in visits; our new MRI has been used to help more than 900 patients; and our new Maternal Newborn Department has welcomed more than 600 babies.

It's no surprise that the number of people coming to Milton District Hospital has been steadily increasing now that these new and expanded services are available.

This state-of-the-art expansion that was built with and for the community provides a healing environment for our patients and supports our vision to transform the community hospital experience.

# Lisa's Story

When it comes to music, we all have our personal preferences. Lisa's father certainly did, as she found out while supporting him in the Intensive Care Unit (ICU) a few years ago.

The ICU provides intensive care for a wide range of complex and rapidly changing medical, surgical and cardiac disorders. It was amidst the vast array of life saving machines and advanced technology that the simple concept of music became an additional lifeline.

"My father is a member of a barber shop quartet so music is a big part of his life," explained Lisa, now one of our Patient and Family Advisors. "We discovered that when we played his favourite music, his heart rate and blood pressure would go from high to a more normal state and his breathing would steady. We could see it all on his monitor as he relaxed and became more content."

The introduction of music made her father's treatment more personal and as she explored the concept of music as medicine further, Lisa was excited to learn about Music and Memory®, a non-profit organization, renowned for bringing the joy of music to the elderly, using personalized playlists on iPods. Lisa wanted to make a difference for other patients, and she has.

Partnering with the Safer Elder Care Professional Program at the hospital; together they championed the implementation of a Music and Memory® Program. The new Music and Memory® program supports patients, especially those living with dementia and other cognitive and physical challenges to reconnect with their families and friends through music-triggered memories.

"I was thrilled to collaborate with clinical staff and families to implement this program for patients," explains Lisa. "Families have embraced this program and feel it's an effective way to calm their loved one, even after discharge from hospital."



**“I was thrilled to collaborate with clinical staff and families...”**

# Art-ish

Dr. Alan Brown, Corporate Chief of Psychiatry at Halton Healthcare, is delighted that art is now more accessible for many of his young patients through a new visual arts program called 'Art-ish'. "The benefit of art in a mental health context is truly remarkable—art transcends the science of the brain... it is something magical that touches not only the artists but also those who experience the creation."

Dr. Brown's sentiment is reaffirmed by those who participate in the program including a recent patient, a 15 year old who has struggled with his mental health for as long as he can remember. Never having created art before, the art classes, offered as part of the Mental Health Arts Program, were a challenge and yet a hugely rewarding part of his treatment. "If I'm having a bad day on Thursdays I go into Art Therapy feeling really gloomy, but when I'm finished my artwork I feel amazing. Art is a big coping strategy for me."

This unique pilot project, funded by the Ontario Trillium Foundation, involves workshops for children and adolescents with weekly access to visual arts, facilitated by an art teacher and a professional art therapist in support of healthy self-expression.

Art-ish is a collaboration of the Oakville Trafalgar Memorial Hospital Art Council, Halton Healthcare's Mental Health Program and the Oakville Galleries, all working together to make a difference for patients.



THE MENTAL WELLNESS NETWORK

Child & Adolescent Outpatient Services

**“Art is a big coping strategy for me.”**

# Sofia's Story

Sofia and her sister are self-confessed “daddy’s girls”. Every other day, for many months, they drove their father to dialysis appointments and watched as his quality of life was impacted by end-stage kidney disease.

They would do anything to support their father. When they had the opportunity to learn how to manage dialysis at home, they jumped at the chance. “We chose to do home dialysis to help our father feel as comfortable as possible. With my sister and I both working and raising families, we knew we would have more flexibility to do the treatments at home.”

The Independent Home Dialysis Clinic, part of the Regional Nephrology Program at Halton Healthcare provides education, training and support to patients and caregivers choosing to dialyze in their home. It gives independence to patients and a way to manage their own health, on their own time. The success of home dialysis is rooted in a partnership between patients, family members and staff dedicating time and commitment to training and education.

Supported by a Nurse Educator from Nephrology who provided individualized training, the sisters are now able to support their father with his treatment in the comfort of his own home. The flexibility of home dialysis has had a huge impact on all of their lives. Home dialysis helps keep families together, patients at home and improves the quality of life for everyone involved.



**“...we would have more flexibility to do the treatments at home.”**

# Tammy's Story

"That's the last picture of us together, at our son's wedding not long before he passed away," recalls Tammy, as she shows a photo of her late husband Dave.

Dave's journey through life was interrupted at a relatively young age when he was diagnosed with melanoma, a type of cancer that spread to his brain.

In 2017, Dave was admitted to the Complex Transitional Care (CTC) Unit at Georgetown Hospital, not far from their home. Patients on this unit typically require extensive assistance with activities of daily living and frequently have complex medical, functional or cognitive problems, and end of life care needs.

Staff and physicians cared for Dave in his final few weeks of life. Tammy has many positive memories of Dave's palliative care, "Treatment at Georgetown Hospital was exceptional. The nursing care, the sense of community and all the activities were amazing." The goal of palliative care is to relieve suffering and improve the quality of living and dying.

Dave loved the outdoors; when his condition worsened, he was moved to a room across from the nursing station so staff could be close. "The room looked out onto a beautiful wooded lot. It felt like home so we called it his cottage."

It meant the world to Tammy that Dave was able spend his final weeks with people that cared so compassionately, "The staff really made a difference. The whole experience created connections and special memories that I will cherish every time I remember my husband."

"Without the local support at Georgetown Hospital, it would have been so much harder on us, on Dave and on our family. It was really, really nice that we had this experience in our town."



**"..It felt like home so we called it his cottage."**

A photograph of three healthcare professionals in a clinical setting. A man in light blue scrubs is holding a clipboard and looking down at it. A woman in purple scrubs is standing to his left, looking at the clipboard. A woman in dark blue scrubs with an orange stethoscope is standing to his right, also looking at the clipboard. In the background, there is a whiteboard with some green text and a shelf with binders.

**350**

ACTIVE AND  
ASSOCIATE  
PROFESSIONAL  
STAFF

**4,0**  
**STA**

**3,628**  
BABIES BORN

**8,4**  
CANCER  
CLINIC

**2,298,782**  
LABORATORY TESTS

**155,**  
EMERGENCY DEP

2022  
STAFF

1,750  
VOLUNTEERS

412  
PR CARE  
VISITS

42,087  
SURGERIES

148  
DEPARTMENT VISITS

262,350  
DIAGNOSTIC EXAMS



# Virginia's Story

Virginia's story began when she found a lump in her breast; shocked and scared, she dug out her requisition form from the bottom of her purse and booked a mammogram at the hospital. "Little did I know that thanks to the hospital's proactive approach I'd be having a mammogram, an ultrasound and a biopsy, all before 11 am."

Virginia was immediately referred to the Halton Healthcare Breast Diagnostic Assessment Program (DAP) where she met her Patient Navigator. "She coordinated my tests, provided care instructions and booked my appointment with my surgeon to review the findings," explained Virginia.

Virginia had breast cancer. But she never felt alone, "Being enrolled in the DAP, gave me someone to talk to. My Patient Navigator and my surgeon were always there for me."

The Breast DAP is a partnership with the Mississauga Halton Central West Regional Cancer Program, designed to fast-track the diagnosis and treatment of patients suspected of having breast cancer. This innovative program, offers a coordinated approach to patient care through a Patient Navigator who supports the educational and emotional needs of the patient.

The Diagnostic Assessment Program is available at all three Halton Healthcare hospitals, offering patients local access to the service. "This has been a very difficult journey for me. With cancer, timing is everything, so I had to make some very important and rapid decisions. I believe the DAP was instrumental, it helped accelerate my diagnosis, treatment and increased my odds at beating the cancer," said Virginia.



**“Being enrolled in the DAP, gave me someone to talk to.”**

# Cole and Dylan's Story

Milton parents Jessica and Jason were overjoyed when their twin boys Cole and Dylan finally arrived. The babies needed extra care and monitoring which meant a stay in a Special Care Nursery at a hospital located outside their hometown of Milton.

The exhausted parents spent a lot of time travelling back and forth from the hospital, in addition to caring for their three-year-old son Gavin in Milton.

Jessica and Jason were delighted when they were offered the option of transferring their babies to the new Special Care Nursery at Milton District Hospital, closer to home. "The nurses were incredible, so kind and accommodating when we would come and go to the unit at whatever time."

The Level 2A Special Care Nursery in the Maternal Newborn Program is a new service and welcome addition for the community that opened with the hospital's expansion in October 2017. With capacity for seven bassinets, the nursery is equipped to care for babies who need extra support, and can accommodate the delivery of twins who are born up to six weeks early.

In addition to the advanced technology helping her twins, mom Jessica was grateful for the compassionate care they received, "The nurses also reinforced self-care for me, which was so comforting as I had just had a traumatic delivery and my body needed to recover."

Caring hospital staff helped to relieve a very stressful time for both Jason and Jessica. "We could visit our twins and be more inclusive in also caring for Gavin. They were amazing at walking us through the transfer process and welcoming our twins with a smile, they took such great care of them."



**“The nurses were incredible, so kind and accommodating...”**



Inform

# Volunteers

At Halton Healthcare, we have the privilege of working with volunteers who donate their time and talents throughout our hospitals. With over 1,750 volunteers across our three hospitals, these caring and compassionate individuals enhance the patient experience.

Visitors to our hospitals can't help but be impressed by the extraordinary commitment and dedication of the volunteers working to provide patients and their families with quality care and comfort.

We receive overwhelmingly positive feedback from patients, visitors and our staff about how a volunteer smile changed an anxious moment before a procedure or how a volunteer's compassion and respect made a staff member beam with pride to be a part of the healthcare team.

Each of our volunteer organizations is also a registered charity and every year they raise funds to support the purchase of equipment for their respective hospital through numerous fundraising initiatives.

Our committed and caring volunteers truly reflect our organizational values of Compassion, Accountability and Respect—we thank them for going out of their way each and every day to assist others.



# Foundations

Our hospitals are supported by three independent charitable Foundations that raise funds to purchase medical equipment that government funding alone cannot provide. From wheelchairs and IV Pumps to CT scanners and MRI machines, the fundraising efforts of our Foundations help to ensure our staff and physicians are well equipped to deliver quality care to our communities.

The Milton District Hospital Foundation celebrated the completion of their “Our Home, Our Hospital” campaign after successfully raising over \$30 million for the hospital’s expansion. This was the largest fundraising campaign in the history of Milton and funded the purchase of more than 7,300 pieces of equipment.

Since launching their “Project X” campaign to acquire digital x-ray equipment in June 2017, the Georgetown Hospital Foundation has successfully funded three transformative pieces of equipment: a mini c-arm, a portable x-ray unit and a digital x-ray machine. The Foundation is on track to reach the campaign’s \$1.5 million fundraising goal.

After completing a successful capital campaign to support the new hospital, the Oakville Hospital Foundation has continued to successfully raise funds for Oakville Trafalgar Memorial Hospital (OTMH). Last year, they granted more than \$8.4 million to Halton Healthcare to fund the priority equipment and technology needs of OTMH including \$1.6 million toward women’s health initiatives.

Our Foundations continue to achieve great success in their fundraising efforts. Their remarkable contributions support the immediate and ongoing need for the purchase of vital equipment and will continue to have a significant and lasting impact on the quality of healthcare in our communities.

# Proven Results–Quality in Action

We are committed to an ongoing robust Quality Improvement Plan that is informed by a broad stakeholder group, including our patients, families and communities.

## **Achievements last year included:**

- More than 86% of discharged patients would recommend Halton Healthcare hospitals to their friends and families for inpatient care.
- Individuals who would recommend any of the three Emergency Departments (ED) to their friends and families increased more than 10% last year and exceeded the Ontario GTA average.
- Hand hygiene rates of compliance for the first quarter of 2018/19 exceeded 80%.
- Rates of C. Difficile infection are well below the provincial average for 2017/18.
- The OTMH ED achieved the greatest improvement in one of the wait time measures within the High-Volume Community Hospital Group in 2017 compared to the previous year. OTMH ED performance improved by 8.0%.
- The number of Patient and Family Advisors has tripled since 2015.
- Since implementation in 2014 one-Link has processed over 41,000 referrals, connecting individuals to addiction and mental health supports. One-Link was awarded the Pinnacle Award by the Mississauga Halton LHIN for achieving exceptional marks in all five pillars of quality (partnership, engagement of stakeholders, use of quality improvement methods and tools, impact and sustainability) and making a pronounced impact on the community.
- Halton Healthcare was a finalist in the Canadian Health Informatics Awards and the Ingenious Award Programs celebrating excellence in Information & Communications Technology.

# Financial Statement

Statement of Operations (expressed in thousands)

Year ended March 31	2018	2017
<b>REVENUES</b>		
Ministry of Health and Long-Term Care	\$346,010	\$317,888
Interest income	1,121	768
Other operational income	71,201	65,542
Deferred grant amortization	20,102	15,966
	<b>438,434</b>	400,164
<b>Expenses</b>		
Salaries, wages and benefits	296,618	279,507
Supplies and other expenses	77,984	66,244
Medical and surgical supplies	22,765	21,189
Drugs	11,286	10,835
Equipment amortization	25,630	19,319
	<b>434,283</b>	397,094
<b>Excess of revenues over expenses before building interest and amortization</b>	<b>4,151</b>	3,070
<b>Building interest and amortization, net</b>	<b>(2,446)</b>	(1,651)
<b>Excess of revenues over expenses</b>	<b>\$1,705</b>	\$1,419

The expansion of the Milton District Hospital and continued growth at the Oakville Trafalgar Memorial Hospital resulted in significant growth in patient activity, increased funding from the Ministry of Health and Long-Term Care as well as increased costs for staffing, supplies and equipment. Audited financial statements for the year ended March 31, 2018 are available on our website at [www.haltonhealthcare.com](http://www.haltonhealthcare.com)



# Board of Directors

## Officers

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Denise Hardenne, *Secretary*

Richard Nunn, *Vice Chair & Treasurer*

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Samantha Horn

Ken McDermot

Dr. Dalal Aziz

Councillor Jon Hurst

Chris Montague

Sharon Barkley

Dr. Hanif Jamal

Sylvia Rodgers

Lorenzo Biondi

Dr. Christopher Lu

Laurent Thibault

Charlotte Burke

Councillor Cindy Lunau

Jennifer Tindale

Mayor Rob Burton

Dr. Lorne Martin

# Senior Leadership Team

Denise Hardenne, *President & CEO*

Dr. Lorne Martin, *Chief of Staff*

Sylvia Rodgers, *Senior Vice President, Clinical Programs & Chief Nursing Executive*

Bill Bailey, *Senior Vice President, Redevelopment & Facilities*

Hilary Rodrigues, *Senior Vice President, Corporate Services & Chief Financial Officer*

Sharon Norris, *Vice President, Human Resources & Organizational Development*

Mark Walton, *Vice President, Strategy, Partnerships & Performance*

Cindy McDonell, *Chief Operating Officer & Program Director, GH*

Carole Moore, *Chief Operating Officer, OTMH*

Janet Skupsky, *Chief Operating Officer & Program Director, MDH*

Sandy Saggat, *Chief Information Officer*



# Looking Ahead

Since 2015, our Strategic Plan, Pathway 2020, has guided us along our journey of transforming the community hospital experience and creating exemplary patient experiences, always. Our successes have been plentiful and we have a great deal to be proud of and celebrate.

As we look forward our future has never looked brighter. We will continue to focus our time, energies and talents on our three strategic priorities of Innovate, Collaborate and Empower and harness the immense enthusiasm that has been generated in our staff, physicians and volunteers for these priorities. Further, we will continue to foster an environment that communicates and celebrates our core organizational values of Compassion, Accountability and Respect—values that inspire the behaviours and attitudes of our organization to achieve our Mission and Vision.

Most importantly, as we move toward the future we have never been more committed to ensuring that the voice of our patients and families is a part of everything we do. As we move through 2018, our commitment to engaging our patients, their families and our communities in the planning, development and implementation of new initiatives, programs and services has never been greater and we look forward to new, unparalleled levels of community engagement.

‘Exemplary patient experiences, always’ is not just a statement; it’s our commitment to you.



Halton Healthcare has attained *Accreditation with Exemplary Standing*, the highest award possible, from Accreditation Canada.

[www.haltonhealthcare.com](http://www.haltonhealthcare.com)