



2018/19 Annual Community Report





Welcome

A Message from Our Leadership

In 2018/19 we continued to harness and focus our time, energies and talents on our three strategic priorities of Innovate, Collaborate and Empower.

We have demonstrated advancements in all strategic priorities. We launched an Innovation Grant Program and created a unique Innovation Compendium that proudly articulates our achievements in this area. Our new Collaboration Framework is a foundational document that will guide us in purposeful collaborations with our healthcare partners to continue to improve our patients' experience.

With respect to Empowerment, the results of our staff, physician and volunteer Experience Surveys were very strong relative to peers and identified strengths and opportunities for further engagement in the year ahead. Our recruitment efforts are prosperous and we continue to enhance our capabilities with new programs, services and specialties to support increased volumes and community needs.

Our capital projects continue to garner recognition and we have been able to provide knowledge transfer of our projects with local, national and international audiences. With a new Corporate Capital Plan on the horizon we are planning further redevelopment and infrastructure work to meet the needs of our growing communities. Significant changes are being proposed by the Provincial Government, particularly in the area of Health System

Transformation. The People's Health Act enables the government to move forward on its commitment to build a modern and connected healthcare system. Together with other health service provider partners we have submitted a Readiness Assessment for an Ontario Health Team called "Connected Care Halton" focused on the residents of Halton Hills, Milton and Oakville. This is a tremendous opportunity to collaborate further with our community and health system partners as part of an integrated system.

In closing, we ended the 2018/19 fiscal year in a strong financial position. Our transformation as a healthcare organization continues, driven by a powerful commitment to exemplary patient experiences, always. Working together we are well positioned to meet the healthcare needs of our communities, now and in the future.



A handwritten signature in black ink, appearing to read "John W. Nyholt".

John W. Nyholt
Chair, Board of Directors



A handwritten signature in black ink, appearing to read "Denise Hardenne".

Denise Hardenne
President & CEO



A handwritten signature in black ink, appearing to read "Lorne Martin".

Dr. Lorne Martin
Chief of Staff

A photograph of a man and a woman sitting at a dark desk in an office. The man, on the left, is balding with glasses, wearing a blue button-down shirt and a dark patterned tie. He is looking towards the woman. The woman, on the right, has short brown hair and is wearing a dark blazer over a light-colored scarf. She is looking back at the man. They are both sitting in modern-style chairs. In the background, there is a whiteboard and a computer monitor on the desk to the left. The scene is lit with soft, indoor lighting.

“I remember walking in, I felt empowered and I felt like this was my choice...”

Feature: Jane's Surgery Experience

Far from the helpless patient she remembered so often depicted on TV shows, Jane felt empowered and in control as she walked into the operating room in October 2018. Jane had been diagnosed with breast cancer and required surgery.

Jane recalls there were so many people at the hospital that supported her throughout her journey and on the day of surgery, she felt an amazing energy from the surgical team, "One of compassion and empathy...and one that I feel is so important in healthcare."

A particular moment that stands out for Jane took place on the day of her surgery as she and her partner Gus were waiting to speak with General Surgeon Dr. Rozario before going into the operating room. "Dr. Rozario walked in and Gus said 'Oh there's the boss'. Dr. Rozario turned very quickly to me and said clearly, 'No, she's the boss'." Jane was immediately put at ease and thought "I have a choice. I am the one in control."

The focus on the patient experience and the importance of the voice of the patient lasted throughout Jane's care. "Once it was time for surgery, Lenore, my nurse, mentioned I could stand up. I was confused until I realized she was walking me instead of wheeling me into the operating room. I walked in with Lenore feeling empowered," recalled Jane.

Instead of having to make her way back to the hospital for her appointment the day after surgery, Jane had a video chat with

Dr. Rozario who wanted to make sure she was doing well and to gather feedback about her experience, "During the online appointment, he asked for feedback and sent me a survey to fill out. I was extremely impressed with the level of care. I had some comments about my discharge that I wanted to share."

Dr. Rozario asked Jane to come back to the hospital and talk openly to staff about the positive aspects of her experience and some of the challenging moments of her care. "We understand that patients want to be a part of their healthcare, and as we organize the healthcare system around our patients, they will inevitably and rightly become the centre of everything that we do," said Dr. Rozario. "Even if your experience is 9 out of 10 that's not good enough, we want you to have a 10 out of 10 experience."

Jane was impressed by the level of engagement she experienced as a patient and the integrated approach to her care. "I truly felt that Dr. Rozario and his team at the hospital appreciated the feedback and they are implementing changes based on my feedback to make sure the patient experience is the best it can be."

Jane is an advocate for the patient voice in healthcare. "I always say that if you ask for feedback you need to be ready to receive it. The hospital team received it, acted on it and I know it will make a huge difference."

EXIT



“The experience was rejuvenating. It allowed me to refocus my energy on being more present for my patients.”

Feature: Schwartz Rounds

Working in healthcare and dealing with traumatic or difficult situations can have a profound emotional effect on healthcare providers. Without the proper tools and support to help them manage these demands many healthcare providers can suffer from compassion fatigue.

With a vision of providing exemplary patient experiences, always, Halton Healthcare believes it is important to care for and support our staff and physicians so they can provide the best care for patients.

In early 2018, Halton Healthcare became one of the first community hospital organizations in Canada to join the Schwartz Center for Compassionate Healthcare. Funded by Halton Healthcare's Innovation Grant Program, the implementation of the Schwartz Rounds is the result of collaboration between our Kailo Employee Wellness Program and Halton Healthcare physicians.

"Schwartz Rounds provide clinicians and frontline staff a safe and compassionate environment where they can share their stories and support one another. We have experienced incredible turnout to these sessions," noted Dr. Stephen Chin, Chief of Hospital Medicine, Oakville Trafalgar Memorial Hospital and Co-Chair of the Schwartz Rounds organizing committee. "Sharing emotions and experiences surrounding a difficult or traumatic situation can be therapeutic in helping healthcare providers move forward as they realize they are not alone in their work."

The compassion shown by staff can make all the difference to a patient's experience of care, but in order to provide compassionate care staff and physicians must, in turn, feel supported in their work.

General Surgeon Dr. Nicole Callan has participated as one of the panelists at the Schwartz Rounds. "Sometimes as caregivers we carry around many emotions about cases that happened years ago. At the Schwartz Rounds, during a discussion I got extremely emotional as I bared my soul, lots of tears—but they weren't just mine. The outpouring of support in that room and even afterwards was unbelievable," recalled Dr. Callan. "The experience was rejuvenating. It allowed me to refocus my energy on being more present for my patients."

"The Rounds provide a forum where all staff, clinical and non-clinical, come together to talk about the emotional and social aspects of working in healthcare and to share their vulnerability," explained Louisa Nedkov, Co-ordinator, Kailo Employee Wellness Program at Halton Healthcare. "The purpose is to understand the challenges and rewards that are intrinsic to providing care. The Rounds recognize that we all need support and the opportunity to explore the emotional burden of the work of our healthcare professionals."

Heading into 2019, Halton Healthcare will be hosting the first Canadian Schwartz Center Facilitator training program. The Schwartz Rounds-Canada Leadership Collaborative will be launched so that other Canadian healthcare organizations can experience the benefits.



“Coaching me through
life’s challenges...”

Feature: Eric's Home Dialysis

Eric is 47 years old and has polycystic kidney disease. A disease that means he will eventually need life sustaining dialysis treatments. While such a diagnosis can be overwhelming, with the encouragement of dialysis staff, Eric has been empowered to take control and learn how to administer his dialysis treatments at home.

"Dialysis cleans my blood of wastes and excess water, which is something my kidneys can no longer do. My mother had to take the bus for an hour and a half each way to the hospital, for her dialysis treatment, three times a week," explained Eric. "I am so fortunate to have the choice of having treatments in the comfort of my own home. I am not tied to the hospital schedule, don't have to fight traffic, or worry about being exposed to any illnesses. This amazing option gives me the flexibility to live a normal life."

Eric was thrilled to be eligible for home dialysis, but there was a lot to learn before he could begin treatments at home. "Getting the nerve up to insert the needles in my arm to hook up to the dialysis machine was my biggest hurdle, so we practiced this over and over. Now I can confidently connect and disconnect from my machine, as well as program and maintain it," continued Eric. "Hetal, my nurse has been extremely comprehensive, patient and supportive—she coached me through this huge and important transition in my life and now I finally feel like I am ready to take control."

Hetal Mistry has been a Dialysis Nurse for over 15 years, and is passionate about the care of her patients, "We went from fear and 'I can't possibly do this' to 'ok I don't need you in the room anymore.' It gives me goose bumps when I think about how independent Eric has become," explained Hetal. "He knows exactly what to do at each and every step and has dialysis support if he needs it."

"Home Dialysis allows patients the flexibility to be home with their family, go to school or work," continued Hetal. "It is empowering and gives them more freedom, independence and puts them in charge of self-managing their disease. I feel so much pride seeing the impact this has had on Eric's quality of life and knowing we are improving the patient experience through education and support."

"I am very impressed with the whole dialysis team including Dr. Danny Sapir, my Nephrologist who has kept an eye on my disease over the past 20 years," concluded Eric. "They made what could have been a very daunting and difficult time into a very positive, nurturing learning experience that has instilled me with confidence and knowledge. Thank you. Now, I know I've got this."



"We've seen a big change around mealtimes with a lot of positive outcomes."

Feature: A Meal for Two!

Be it breakfast, lunch or dinner, a meal always tastes better if it is served up with some companionship, care and conversation. Volunteers at Halton Healthcare have partnered with Patient Care Manager Jacqueline Goodban and nursing staff to create the 'Peachy Patient Meal Support Program' on the Complex Transitional Care and 2 North Regional Units at Milton District Hospital (MDH).

"Nourishment is an essential part of care with the senior population to prevent functional decline," explained Claudia Aguilar, Registered Practical Nurse on the 2 North Regional Unit, MDH. "Some of our patients have limited visitors and little interest in eating. We wanted to make mealtimes a social experience to entice patients to eat by combining mealtime assistance with a volunteer visit and it has truly made such a difference."

The impact of such a simple, yet heartfelt program has been huge. The patients who qualify for the program are identified and when volunteers visit on the units at mealtimes they are assigned to a patient. In addition to providing companionship, volunteers may assist patients by opening packets, fetching straws or cutting up food into bite sized pieces.

Ariana Gargano is a volunteer at Milton District Hospital and sees firsthand the impact of her visits, "I introduce myself to the patients and visit with them and after awhile they usually laugh and open up with me and then I will ask them if they are ready to eat. I help them by opening their containers and encouraging them to taste their dishes."

"The most beautiful moment is when they see us, they are so excited to tell us about their day. As we talk, I try to prompt them to take another bite of their dinner or a sip of their juice," continued Ariana. "I remind them that eating and drinking is important to their health and for their recovery."

"We've seen a big change around mealtimes with a lot of positive outcomes," concluded Claudia. "Our patients are happier and are socializing a lot better. They are enjoying the companionship, look forward to mealtimes and are eating more. This unique program engages our patients and enhances the patient's experience. Special thanks to our wonderful volunteers!"

**“They saved
my life.”**



Feature: Emergency Department Care

“I was literally watching my 38 year old husband slip away. He was passing out, not sleeping and he was having trouble getting his words out,” recalled Jennifer.

Jennifer and Andrew enjoyed a hectic but very happy life with their three young children. In addition to all their family activities, Jennifer manages a home daycare and Andrew works as a firefighter with the Toronto Fire Services. In February 2019, the unthinkable happened.

One cold evening in February, Andrew seemed “off”. Andrew appeared lost during his last couple of shifts at the fire hall and friends had also noticed that he seemed ‘unusually irritable and at times despondent’. Everyone chalked Andrew’s change in behaviour up to sleep deprivation. Everyone, that is, except his wife, Jennifer.

“I had asked Andrew why he hadn’t interacted with the kids during dinner and his answer was ‘because the kids’ mittens are in the basement,’ said Jennifer. “That is how we ended up in the Georgetown Hospital Emergency Room.”

“The triage nurse was typing away as she asked Andrew what year it was. Andrew answered “1919”. She stopped typing and immediately directed us to an examination room where Andrew was seen by Dr. Brent Lamptey. Within minutes he was sent for a CT brain scan.”

Andrew had a large mass on his frontal lobe which was putting pressure on the area of the brain that controls important cognitive skills, speech, and personality.

“All I remember is Dr. Lamptey saying ‘This is serious and we need to act right away.’ At this point I was on the floor crying with both the doctor and the nurses comforting me. My sister had died of brain cancer in 2017 so I really expected the worst,” said Jennifer.

“I looked over at Andrew. He was in and out of consciousness, oblivious to what was going on.”

Andrew was transferred to a regional centre that night and underwent successful brain surgery the next day to remove the mass. After ten days in hospital and a few months of recuperating at home, Andrew resumed active duty for Toronto Fire Services in April.

“At the time I had no idea what was going on. Fortunately Dr. Lamptey and the emergency team at Georgetown Hospital recognized my symptoms and jumped into action. Thanks to their quick diagnosis and immediate intervention, I got the surgery I needed. They saved my life. ”



There's a famous proverb that states 'It takes a village to raise a child.' It means that an entire community of people must interact with a child for the child to experience and grow in a safe and healthy environment. The same could be said about hospitals; as our three Foundations have shown year over year, it takes a community to equip a hospital! Donations from our communities are vital to ensuring our hospitals have the advanced equipment and technology we need to provide exemplary patient experiences, always.

The three charitable Foundations that support our community hospitals raise much needed funds to purchase equipment that government funding alone cannot. This past year, our Foundations funded numerous pieces of state-of-the-art equipment and supported key programs, including surgical services and mental health.

Having completed the very successful Our Home, Our Hospital campaign to support the hospital expansion project, Milton District Hospital Foundation continues to fulfill its mission of raising funds for essential medical equipment. Last year, they granted more than \$3.2 million to Halton Healthcare to fund priority equipment and technology needs for Milton District Hospital.

Georgetown Hospital Foundation celebrated the completion of the \$1.5 million "Project X" campaign for diagnostic imaging equipment to enhance patient care. Thanks to the generosity of our community, Halton Healthcare was able to purchase five new transformative pieces of equipment for Georgetown Hospital: a mini c-arm, two portable x-ray units and two digital x-ray machines.

Oakville Hospital Foundation saw enthusiastic philanthropic support last year, especially for the surgical program, the emergency department and mental health services, to enable everyone in their community access to unparalleled healthcare close to home. Last year they granted more than \$7.5 million for Oakville Trafalgar Memorial Hospital to equip a new operating room, invest in tools for newly recruited surgeons and add two new portable ultrasounds for the emergency and anesthesia departments.

We are incredibly fortunate to have dedicated Foundations, who, with the unwavering support of our many donors, continue to achieve great success. These contributions leave a lasting mark on the health of our communities.

Statistics

A Year in Numbers at Halton Healthcare



158,803
Emergency Department Visits



44,044
Surgeries

797

*Medical &
Professional Staff

4,022
Staff

1,697
Volunteers



*physicians, dentists & midwives



278,360
Diagnostic Imaging Exams



693,321
Patient Meals Served



3,998
Babies Born



58,068
Mental Health &
Addictions Visits



2,597,035
Laboratory Tests



32,394
Fracture Clinic Visits



Our volunteers play a crucial role in our organization and our community.

Halton Healthcare volunteers complement the care provided at our hospitals by generously giving their time to enhance the comfort and well-being of patients and their loved ones. The time volunteers give every day, in a very wide range of roles, makes a valuable contribution to the quality of care patients experience.

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.

Volunteering is about giving, contributing and helping other individuals and the community at large; it is working with others to make meaningful contributions to a better community. Here's what our volunteers say about volunteering:

"Every volunteer shift is special and rewarding for me."

"I volunteer for the Oakville Trafalgar Memorial Hospital Art Council and feel so much pride in bringing the joy of art to our patients, visitors and staff."

"I think it brightens both of our days."

"Whenever I help an elderly person, they become full of joy, which gives me unforgettable happiness and motivates me to help more people."

"At the end of every shift I feel happy to help in a small way and know that I was appreciated."

"Something special happens with every connection if you take the time to smile and listen."

Each of our volunteer organizations, Oakville Hospital Volunteer Association, Milton District Hospital Auxiliary and Georgetown Hospital Volunteer Association are also registered charities. Every year they raise funds to support the purchase of equipment for their respective hospital through numerous fundraising initiatives.

Our volunteers are valued members of the team who support our patients, their family and friends, and our staff and physicians often through difficult times. We truly appreciate the dedication and initiative of those who unselfishly contribute their time and energy to achieve our vision.



The Path Forward—Pathway 2020

Since 2015, our Strategic Plan, Pathway 2020 has guided us along our journey of transforming the community hospital experience and providing exemplary patient experiences, always.

In 2018/19 we continued to focus our time, energies and talents on our three strategic priorities of Innovate, Collaborate and Empower by harnessing the dedication and commitment of our staff, physicians and volunteers.

As part of the Innovate priority, our Innovation Grant Program has been tremendously successful. Since its launch in 2017, we have awarded 42 grants in excess of \$330,000. What is especially rewarding is the level of participation and collaboration we have seen with the submissions. Physicians, staff and volunteers have come together to bring new ideas and initiatives to our hospitals that contribute to an improved patient experience. Some of the innovations funded include: the introduction of ‘Schwartz Rounds’ in support of staff and physicians; remote consultations for palliative care patients; improved Chronic Obstructive Pulmonary Disease (COPD) technology supports; virtual art tours for patients who cannot leave their beds; chatbot technology for Diabetes patients; and a pediatric video for families to help reduce anxiety before a child’s surgery.

In Pathway 2020, we committed to the strategic priority of ‘collaboration’ and to fostering collaborations that help to improve our patients’ care and experiences. Halton Healthcare is part of a larger, integrated system and we pride ourselves in our partnerships with individuals, care teams, hospitals, other healthcare and academic partners and the provincial government.

Our new Collaboration Framework is a foundational document that provides a step-by-step process to help review and evaluate collaborations. Being purposeful in our collaborations will ensure we can continue to improve our patients’ experience and the overall performance and effectiveness of the broader health system.

We anticipate that the provincial government’s proposed vision of Health System Transformation will build on the strong fundamentals of Pathway 2020. This presents Halton Healthcare with a significant opportunity to demonstrate strategic leadership in our region. We will be engaging our community and health system partners in new and meaningful ways and see this engagement as a critical opportunity to inform our next strategic plan and the next chapter of healthcare in our Halton communities.



Looking Ahead, Planning for the Future

As the population of Halton Region continues to grow at unprecedented rates, planning for the facility needs of our three hospitals is vital to ensuring we are able to continue to meet the healthcare needs of our communities. This growth, along with changing community demographics, impacts the program and service requirements at each of our hospitals, which in turn affects the space needed to provide those programs and services.

Having recently completed redevelopment projects that resulted in the significant expansion of all three of our hospitals, Halton Healthcare has launched into planning for the future with the development of our new Corporate Capital Plan, or “Book 2”. This plan identifies our highest priority capital infrastructure investment needs in the immediate-term, near-term and longer-term.

Redevelopment of Georgetown Hospital is our highest priority and is absolutely required to meet the growing needs of the Halton Hills community and accommodate the changing face of healthcare. The detailed planning process for the Georgetown Hospital Redevelopment will take several years to complete, but has already started in earnest with the submissions of our Pre Capital Parts A and B to the Ministry of Health and Long-Term Care.

Other priority projects outlined in the plan include construction and fitting out significant portions of ‘shelled-in’ growth spaces that were built into Oakville Trafalgar Memorial Hospital and Milton District Hospital and further expansion of Milton District Hospital.

Planning for the healthcare needs of the current and future residents we serve involves prudent planning, extensive consultation and continued engagement with our local and provincial government partners.

This work is essential in fulfilling our vision of transforming the community hospital experience and providing exemplary patient experiences, always.



Board of Directors & Senior Leadership Team

2018/19 Board of Directors

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Senior Leadership Team

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Cindy McDonnell, *Chief Operating Officer & Program Director, GH*
Carole Moore, *Chief Operating Officer, OTMH*
Janet Skupsky, *Chief Operating Officer & Program Director, MDH*
Sandy Saggar, *Chief Information Officer*



Financial Statement

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Statement of Operations (expressed in thousands)

Year ended March 31	2019	2018
Revenues		
Ministry of Health and Long-Term Care	\$374,947	\$346,010
Interest income	2,116	1,121
Other operational income	75,804	71,201
Deferred grant amortization	22,084	20,102
	474,951	438,434
Expenses		
Salaries, wages and benefits	321,223	296,618
Supplies and other expenses	76,980	77,984
Medical and surgical supplies	23,461	22,765
Drugs	13,305	11,286
Equipment amortization	28,201	25,630
	463,170	434,283
Excess of revenues over expenses before building interest and amortization	11,781	4,151
Building interest and amortization, net	(1,391)	(2,446)
Excess of revenues over expenses	\$10,390	\$1,705

We concluded the 2018/19 fiscal year-end position with an unexpected \$10.4M surplus. Funding appeals directed at the Mississauga Halton LHIN led to new one-time funding for the Brief Assessment Service, Complex Transitional Care beds, and

expenses related to Central Intake at year end. Additionally, unused contingency funds and investment activities also contributed to the surplus. Audited financial statements for the year-ended March 31, 2019 are available on our website at www.haltonhealthcare.com.

Leading the Way

Halton Healthcare is honoured to have been recognized for our excellence and innovation in clinical care as well as our achievements in building world-class healthcare facilities.

Accreditation with Exemplary Standing (2018)

Accreditation Canada awarded Halton Healthcare the highest level of performance granted, Accreditation with Exemplary Standing.

Ingenious Award (2018)

Recipient of the Information Technology Association of Canada's (ITAC) 2018 Ingenious Awards in the category of large public organizations.

Silver Infrastructure Award (2018)

The Canadian Council for Public-Private Partnerships awarded the Silver Infrastructure Award to the Milton District Hospital expansion project for its value for money, design, technological innovation and the role the hospital is expected to play in empowering medical excellence.

Leadership in Energy and Environmental Design (LEED®) Gold (2018)

The Canada Green Building Council has awarded Halton Healthcare its second-highest rating for excellence in sustainability, efficiency, environmental quality and innovation in design for the Milton District Hospital expansion.

Pharmacy Accreditation

All three Halton Healthcare Pharmacies successfully passed the Ontario College of Pharmacists Accreditation.

Performance Improvement Award (2017/18)

Awarded by the Ontario Renal Network for achieving a high annual growth rate in the Home Prevalence performance indicator.

Pinnacle Award—Partnering for a Healthy Community Award (2018)

The Mississauga Halton LHIN presented The Pinnacle Award, an accolade which is only bestowed based on an initiative's outstanding merit and pronounced impact on the community, to one-Link's System Access Model for Addiction and Mental Health Services.

Advanced Gerontological Education (AGE) Recognition Award with distinction (2018)

The award was received for our commitment to Gentle Persuasive Approaches (GPA) education, an innovative dementia care education curriculum based on a person-centred care approach.

Surgical Patient Care

The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®) has recognized Oakville Trafalgar Memorial Hospital (OTMH) as achieving meritorious outcomes for surgical patient care in 2017.

Our Global Reach!

We continue to provide tours and presentations to local, national and international organizations interested in the success of our capital projects including representatives from Qatar and elected officials from Norway.



Patient Experience

Online Community Feedback

Google Review

Helmi ★★★★★

"From fast triage to excellent care and service throughout, Milton District Hospital took great care of our family member in need."

Google Review

Jen ★★★★★

"After today's visit in the ER I am convinced that this hospital has hired some of the most compassionate, personable and friendliest staff."

Facebook

Gloria reviewed [Halton Healthcare](#) – 4★

"The Environmental Services staff are phenomenal and the Food Services have helped tremendously adjusting my diet to food I can eat."



Facebook

Kelly reviewed [Halton Healthcare](#) – 5★

"All the staff in the maternity ward were so kind, understanding, helpful & knowledgeable..."



1 Comment

Twitter

Andrew Apr 8

"@HaltonHlthcare Visiting the amazing Oakville Trafalger [sic] Hospital. Wow! Every hospital in Canada needs to be like this."



Twitter

Denise Mar 20

"@HaltonHlthcare having my yearly #mammogram have you made your appointment it could save your life."





www.haltonhealthcare.com