



**In Mississauga, every generation has built for the future**

**We have never waited for others to define our future, we have always defined it for ourselves**

*Together we can achieve what alone would not be possible*





# Trillium Health Partners

*World-leading care right here in Mississauga*

- Canada's **largest community-based academic hospital** with three main sites and seven satellites
- Delivering the full range of health care services, from **birth to end-of-life**, to **one of the most diverse cities in the world**
  - 1.7M patient visits each year
  - Over 225,000 ED and urgent care visits
  - Over 8,000 births (*highest in province*)
- **12 specialized programs** including cardiac, cancer and neurosciences
- Established **academic centre** with medical education and an embedded **research and innovation** unit
- **90+ world-leading health system scientists** and 977 faculty-appointed staff
- Team over **17,000 strong** – including over 1,450 physicians and 3,000 learners



*Mississauga is the only major city in Canada with one integrated hospital system delivering a full range of care*



# Better health for Mississauga is enabled by THP's innovative successes



- Consistently the **fastest in the province** to treat a patient experiencing a heart attack
- Established the province's first Ontario Health Team – Mississauga Health – **pioneering team-based integrated care** for patients
- Advancing **virtual care** to connect specialists with primary care, long-term care and more
- Leaders in the use of **Artificial Intelligence (AI)** to improve efficiency of health care
- Implemented **ultramodern patient records** and data systems accessible to patients and their families
- First hospital in Canada to implement **digitally enabled translation** services with 200+ languages
- Developed **Canada's largest and most specialized long-term care home** as part of an innovative senior's campus of care
- One of Canada's **Top 40 Research Centres** with a focus on changing the health care system and improving the overall health of the community we serve

# As a community and health care system, we are facing unprecedented challenges

## Health care in Mississauga today:

**2nd lowest acute care beds**  
per capita in Ontario

**62.8 hour wait time**  
in our Emergency Departments to be admitted

**Over 100 patients waiting**  
in our hallways for a hospital bed on an average day,  
the most in Ontario

**Lowest long-term, home and community care services**  
per capita in Ontario

**Among the highest rate of unattached**  
residents without access to  
a primary care doctor

## These challenges will grow in the future:

**In 20 years, demand for hospital services will double**  
wait times will increase without action

**45% population growth**  
in our community by 2041

**Tripling of seniors**  
population by 2041



# The hospital's response is limited by cramped facilities from a bygone era

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Shared patient rooms lack appropriate distancing



Undersized operating rooms do not meet modern standards



Patient washroom doors are too narrow for wheelchairs





# THP's plan to solve these challenges has three pillars



## Hospital

The impact for Patients

- New health care infrastructure
- Highest-quality world leading care
- Faster more equitable access
- Patient-centred and inclusive
- New equipment and technology



## System

The impact for the Health Care System

- Integrated whole-person care
- Health hubs across the community
- Easier navigation
- Digitally enabled connectivity
- Avoids hospitalization



## Community

The Impact for Communities

- Enabled by partnerships
- Go upstream to prevent disease
- Improved health inequity
- Empower via shared information and digital innovation

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



# Building a new kind of health care

*Trillium HealthWorks is the largest health infrastructure renewal project in Canada's history, and will shape the future of health for our community*



**New Hospital Project:  
The Peter Gilgan Mississauga Hospital**



**First-of-its-Kind:  
Shah Family Hospital for Women and Children**



**State-of-the-Art Complex Care & Rehab:  
The Gilgan Family Queensway Health Centre**

## Generational Economic Impacts for Mississauga

- ✓ **Annual local economic impact of the hospital** will grow from \$368M to \$479M
- ✓ **Produce an additional \$1B for the local economy over 10 years** (through direct employees hires, jobs created by businesses benefitting from hospital sector and THP employee spending)
- ✓ **Generate \$145M in property tax revenue**, over 10 years from employees living in Mississauga
- ✓ Expand the **highly skilled workforce** by 2,400+ health care professionals and of 400+ new doctors
- ✓ Increase overall workforce in Mississauga, **with 3,000 workers** on site at the peak of construction
- ✓ Strengthen Mississauga's position as a leader in **attracting and retaining business investment**



# Canada's largest hospital will transform health care

*The Peter Gilgan Mississauga Hospital will be triple the size of the current building, creating a health innovation hub in the heart of our city*

- **Destination health care centre** for the best talent in health care providers, including specialists, researchers, learners
- **2.7 million square feet across 22 floors**
- **Over 950 beds**, all in private rooms, increase from 676 today
- **23 operating rooms**, up from 14 today, and increased size of specialized programs
- **Largest Emergency Department** in Canada
- New **diagnostic imaging centre** to increase rapid access to modern imaging technology
- **One of the largest critical care units** in the province, 70% larger than today
- **Cutting edge technology and digital systems**, bringing faster and more precise treatments to patients





# Our plan includes Ontario's first women's and children's hospital

*The Shah Family Hospital for Women and Children will be purpose-built for families in our community*

- Located within the Peter Gilgan Mississauga hospital, **delivering a full suite of women's and children's health services**
- Family-centered care experiences throughout the hospital, including a **paediatric zone in emergency department**
- Dedicated **inpatient mental health beds for children and youth**, a first in the region
- **A Neonatal Intensive Care Unit (NICU)** including specially-designed couplet care suites to accommodate parents and babies staying together while receiving care
- Access to **state-of-the-art surgical suites** to accommodate specialized procedures closer to home
- Advancement of **education, research, and innovation and expanded partnerships** with primary care and public health





**Together, we can realize this future**





# Community support is critical to every hospital project

- The Government of Ontario has committed to a multi-billion-dollar capital investment in Mississauga – the largest in Canadian history
- The province funds ~75-85% of the total project cost\*
- Local share comprises approximately 15-25% of the total project cost

*\*Government policy requires a local share contribution as a condition to release provincial funding*

**The long-standing local share policy means community driven investments in important areas, including:**

- ✓ Cutting-edge equipment, furniture, and fixtures that define a world-class hospital
- ✓ Advanced digital technology and tools that enhance patient care
- ✓ Investment in research and innovation to drive future health care breakthroughs
- ✓ Non-shareable costs that ensure a fully functional hospital environment





# To build for the future, the community contributes in three ways

*THP must present a plan to fund the local share of over \$1 billion in advance of construction start. Successful major local share campaigns include donor, hospital, and municipal support.*

## Philanthropy

- Trillium Health Partners Foundation is already fundraising for our capital projects
- The Trillium Health Partners Foundation has committed to **\$330M** of their upcoming campaign towards the local share
- Our generous donor community has, to date, contributed \$260M

## Hospital Revenues

- Trillium Health Partners has developed prudent, detailed business cases to use incremental non-Ministry of Health revenue, including preferred accommodation, parking, retail, equipment funding, and commercialization
- Hospital revenue sources are committing **\$498M**

## Municipal Contribution

- **The majority of hospital projects receive municipal contributions**
- Municipalities play an important role in building hospitals: Previously, the City of Mississauga has contributed Land and Development Charges (Credit Valley Hospital)



# Contributing to the generational health of our community

## THP's Local Share Plan: \$1 Billion+



**Option to phase levy over 25 years = \$101.90 per year for the average per household starting in 2028:**

- Unlocks 2025 construction and ensures project starts on schedule
- Ensures long-term strength of Mississauga's health care system, adding \$1B of direct economic gain, while respecting taxpayers
- Puts THP's request below the median when compared to other municipal contributions on a cost per resident basis (*refer to appendix*)



# Advancing towards construction start



*\*Local Share payment due upon construction completion in 8-10 years*

## Key risks if local share requirement is not met:

- Project does not proceed to construction start
- Construction delays increase costs to the hospital and to taxpayers
- Substandard equipment and medical technology in the new hospital build
- Inability to improve facilities, services, equipment at other hospital sites (Credit Valley Hospital)
- Re-allocation of funds from patient care and service reduction\*\*

*\*\*THP's Board, as stewards of this project, will be unable to sign a contract that will compromise patient care service delivery*



# Together, we can build a hospital that delivers better health for all

- ✓ Consistently delivers **specialized, high-quality care** for the best possible outcomes
- ✓ Provides a **personalized experience**, that understands who people are and what they need to achieve their health goals for body, mind, and spirit
- ✓ Transforms the campus at Queensway and Hurontario into a **health innovation district**
- ✓ Acting as an **acute care hub within a connected care system** that ensures the right care, at the right place and at the right time
- ✓ **Targets health care supports** to neighborhoods and people who have inequitable access to care and worse health outcomes
- ✓ Actively builds **health care in Mississauga** working with partners across all sectors

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



# Appendix



# Comparing municipal contributions in Ontario hospital projects

Cost per Resident for Municipal Local Share Contributions		
Range	Unadjusted for Inflation	Adjusted for Inflation
Low	\$91	\$142
Median	\$513.5	\$871
High	\$936	\$1,600
THP		\$627

**Municipal contributions to hospital infrastructure projects are made through reserves, general capital budget or special purpose levy.**

This chart shows the total municipal funding contribution per resident (total dollar amount / number of residents in a municipality) from municipalities who have contributed to local share.



# Region served by Trillium Health Partners

In FY 2019/20, of all Mississauga residents who had a hospital visit (Emergency/Day Surgery/Inpatient), **81.6% went to THP.**

