



Back to School 2009  
Remarks for  
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President & CEO  
Trillium Health Centre

September 24, 2009  
Living Arts Centre

Good morning everyone!

On behalf of all physicians, staff and volunteers of Trillium, I join our chair, Anne Sado, in extending a warm welcome to our special guests and partners who have joined us today from the Ministry of Health and Long Term Care, the Mississauga Halton Local Health Integration Network, the Community Care Access Centre and the McCall Centre. I'm also pleased to welcome Credit Valley Hospital, Halton Healthcare Services and members of our Board of Directors and students.

Welcome to Trillium Health Centre's Back To School 2009. I am pleased to see so many of you here today.

These are challenging economic times for the world and Canadians are not exempt. It is at such times of financial crisis that great countries focus on what is of most importance to their identity.

For Canada, it is the right to quality health care. What other nation on the planet defines itself by its health care?

While Ontario is one of the hardest-hit economies,  
the Ontario government continues to spend in  
health care.

This fiscal year, the Ministry of Health and Long  
Term Care will invest 42.6 billion dollars. That's an  
increase of 11 billion dollars in five years.

This increased investment on behalf of Ontarians  
demands that all health care providers focus on  
programs and services that have the greatest  
impact on patients.

Duplication of services is not sustainable.

We must collaborate - not compete - with  
neighbouring hospitals and community-based  
organizations to leverage every dollar for the  
greatest benefit of citizens.

When I stand at our main entrance or in the ER, I  
see the faces of patients and their loved ones. And  
one thing becomes obvious.

Our patients turn to us in need. They trust us with  
their lives. They hope we understand what it feels

like to be a patient. They need us to give them the best quality of care – and to keep them safe.

We have the responsibility to provide quality care – the right care, by the right person, in the right place, at the right time.

We are obliged to allocate our resources to these goals.

Every one of the seven-hundred thousand men, women and children who come to Trillium each year inspire us with their personal stories of courage, perseverance, joy and resounding strength.

It's their power of the human spirit that drives us in our quest to achieve the best possible results for our patients, to explore new and better ways of doing things, and to maximize every available resource.

In only ten short years, Trillium Health Centre has evolved from its roots as a community hospital to become one of Canada's largest **tertiary** care hospitals offering exceptional regional programs in

advanced cardiac, neuroscience, vascular, stroke,  
orthopaedics and mental health.

**This is Trillium Health Centre today.**

Our continued success relies on our ability to readily  
adapt to the economics and needs of citizens today  
and tomorrow.

This is just one reason our new three-year Strategic  
Plan is so vital in helping us all focus our limited  
financial and human resources on the areas of  
greatest priority.

Our plan is powered by a compelling Vision.

***Your Health. Our Passion – for Life***

Quite simply, Our Vision, is our promise to our  
patients.

We will deliver on our promise through five strategic  
themes:

- Quality by Design,
- Operational Excellence
- Integration and Partnerships
- Learning and Innovation, and
  - Outstanding People.

With our new Mission, Vision - and these five strategic themes - we have our blueprint for action.

From this blueprint, we have built a roadmap of eighteen [18] key, measurable goals and objectives that will help us focus our financial and human resources to turn our plan into reality.

Each of our physicians, staff and volunteers are the catalysts for change. They will profoundly impact the way we care for patients. It doesn't matter whether you provide care at the bedside, or if you work behind the scenes in finance, IT, administration or nutrition services. We all contribute to our patients' quality care experience.

We are building momentum. We see individuals and teams 'living' our new strategic plan already. I want to share some of their inspired actions that will empower us all.

Their innovations are changing the concept of health care to truly deliver on our vision of ***Your Health. Our Passion – for Life.***

Let's start with our first strategic theme.

## **Quality by Design.**

Quality is a promise of excellence. It's not what we do but how we do it that will define us as a quality organization.

When we understand and appreciate what it is like to be a patient, I know that quality has become one of our defining characteristics.

Quality is happening across Trillium, but I want to share just one example today - Safe Patient Hand-off.

Starting in our Orthopaedic unit, our nurses developed a new standardized method of completing their nurse-to-nurse shift change report that focuses on patient safety, quality and accountability.

Incoming and outgoing nurses review the status of their patients together in front of the patient. Our patients feel involved and safe and it improves communication between their health care team

members. Trillium was awarded the prestigious Health Care Safety Award from the Canadian College of Health Services Executives for this innovation.

Take a look.

Our second strategic theme is **Operational Excellence**. This is our ability to make the most of our limited human and financial resources by setting best practices in effectiveness and efficiency within a framework of accountability, sustainability and stewardship

I am pleased to share an example of how challenging our traditional thinking about resources is directly benefiting our patients. Our Diagnostic Imaging team and our physicians implemented digital voice recognition - a cost-effective technology solution - that delivers diagnostic test results in minutes instead of days - often before the patient is dressed and leaves Trillium. This improved level of service is more responsive to the needs of our inpatients and to the referring physicians who entrust us to help them advance the care of their patients.

Our third strategic theme is **Integration and Partnerships**. And this theme is particularly relevant to our special guests today.

The example I want to share has the greatest direct impact in saving patients' lives. We are the first health centre to partner with three municipal Emergency Medical Services – Halton, Toronto and Peel - to offer a 24/7 response to patients suffering an S-T Elevated Myocardial Infarction or STEMI.

This is a partnership that delivers the best treatment in the optimal time frame. And that saves patients lives and restores their quality of life.

Our fourth strategic theme is **Learning & Innovation**.

By leveraging research and education, we share new knowledge and different ways of doing things.

This Back To School event is just one example of our commitment to learning.

Another example is learning to adopt and adapt to change. We all know that introducing new technology, medical breakthroughs or more efficient

processes are dependent upon the ability of teams to understand and accept the required change.

And change can be difficult.

Trillium designed a proven change management process - one that the Ministry of Health and Long Term Care recognized as a best practice and is extending to health care institutions across Ontario. We are proud to share our breakthrough learning so we can help all health care institutions focus on the priority needs of their patients and their communities.

Our fifth and final strategic theme is **Outstanding People**. We know that great people generate great results.

We empower every member of our team to make the best possible contribution to caring for our patients.

And that is what Outstanding People is all about.

For each and every member of our team – physicians, staff and volunteers – our focus on patients is what distinguishes Trillium.

For example, one of our clinical care co-ordinators took the initiative to closely collaborate with the Community Care Access Centre, to enable one of our patients to heal and return home to care for his wife who suffers from Alzheimer's.

Without this valuable partnership, this patient may not have been able to return home for some time. And both he and his wife would have experienced reduced quality of life.

Outstanding people represent every facet of Trillium and have the potential to improve the quality of care.

For example, our patient satisfaction scores increased significantly when our Nutrition Services team implemented Spoke Menu.

While our new strategic plan drives our priorities and actions for the next three years, we must plan for the evolving needs of citizens. And collaboration and partnerships are at the core of serving those health care needs.

Our longer term opportunities are another part of our strategic theme that I want to share with you. And even here we are seeing great momentum.

Our first longer term priority is to design **Seniors Health and Wellness**. We will continue to evolve our programs and services to better meet seniors' needs. We plan to continue the development of the West Toronto location ambulatory centre with additional infrastructure and programs to support seniors. Fundraising has already begun, with our upcoming Diwali gala on October 2.

Our second longer term priority is to build on our clinical expertise to become a Leading Academically Affiliated Specialty Hospital. Our partnership with the University of Toronto Mississauga will profoundly impact how care is provided. The partnership includes Credit Valley Hospital and U of T, where we are all helping to train the next generation of health care professionals.

Last year, we welcomed six first-year medical students to our Medical Academy. And learning goes both ways. Of their experience Dr. Wong and Dr. Sukerman say that while they provide their students with unique hands-on experiences, they,

too, are drawing on their students' impressions and perspectives to become well-rounded doctors and teachers.

In July, we welcomed four post-graduate Family Medicine residents, in partnership with the Summerville Family Practice Team.

At Trillium, we are privileged to have the opportunity to positively impact thousands of people's lives. Each of us contributes to a greater good that will elevate patient care to new levels and chart a course that will serve generations to come.

It is now time to share our story with the world. What I have showed you today is available on our public web site. I invite you to visit this site often to view the inspiring stories as we implement our strategic plan.

And as we achieve our goals and objectives through our five strategic themes, our Vision will become a reality for our patients and their families. And our quest to deliver inspired health care shall continue.