



# Partnering for Patients

## The Credit Valley Hospital and Trillium Health Centre propose merger to improve patient care



From left, Joanne Rogers, Chair, Board of Directors, The Credit Valley Hospital, Dr. Gopal Bhatnagar, Chief of Medical Staff, Trillium Health Centre, Janet Davidson, O.C., President and CEO, Trillium Health Centre, Michelle DiEmanuele, President and CEO, The Credit Valley Hospital, Dr. Matt Gysler, Chief of Medical Staff, The Credit Valley Hospital, Anne Sado, Chair, Board of Directors, Trillium Health Centre and Dr. Norman Hill, Vice President, Medical and Academic Affairs, Trillium Health Centre, and Senior Executive Lead, Medical Education, Trillium Health Centre and The Credit Valley Hospital.

On April 7, 2011, the Boards of Directors of The Credit Valley Hospital and Trillium Health Centre announced their intent to voluntarily merge the two hospitals following an extensive process of community consultation and due diligence.

The vision for this new organization is to provide the best quality patient care in a community-based, teaching centre that has increased capacity for applied clinical research.

The first step toward achieving this vision began with the submission of a voluntary integration proposal on April 7 to the Mississauga Halton Local Health Integration Network (LHIN). The proposal contained a detailed plan to bring the two hospitals together to create the new organization.

“This is a natural extension of the close partnership that has developed over the last three years to provide patient-centred care to our community,” said Joanne Rogers, Chair, Board of Directors, The Credit Valley Hospital.

“We believe this new organization will provide all of the necessary services so that residents of our community receive the health care they need closer to home,” said Anne Sado, Chair, Board of Directors, Trillium Health Centre.

### Improving access to services and the quality of patient care

The new organization will be focused on developing better approaches to the provision of hospital care through close teamwork among all health care professionals.

Over the coming years, volumes at each hospital will increase significantly in the region, placing unprecedented pressures on our health care system. It is projected that there will be a 21.3 per cent growth in the population between 2008 and 2018.

“In order to make the best use of our collective human and financial resources, it is essential that we make the health system work more effectively for our communities,” said Janet Davidson, President and CEO, Trillium Health Centre.

“We want to build a world-class, patient-centred community academic health network that will improve both access to services and the quality of our patient care,” said Michelle DiEmanuele, President and CEO, The Credit Valley Hospital.

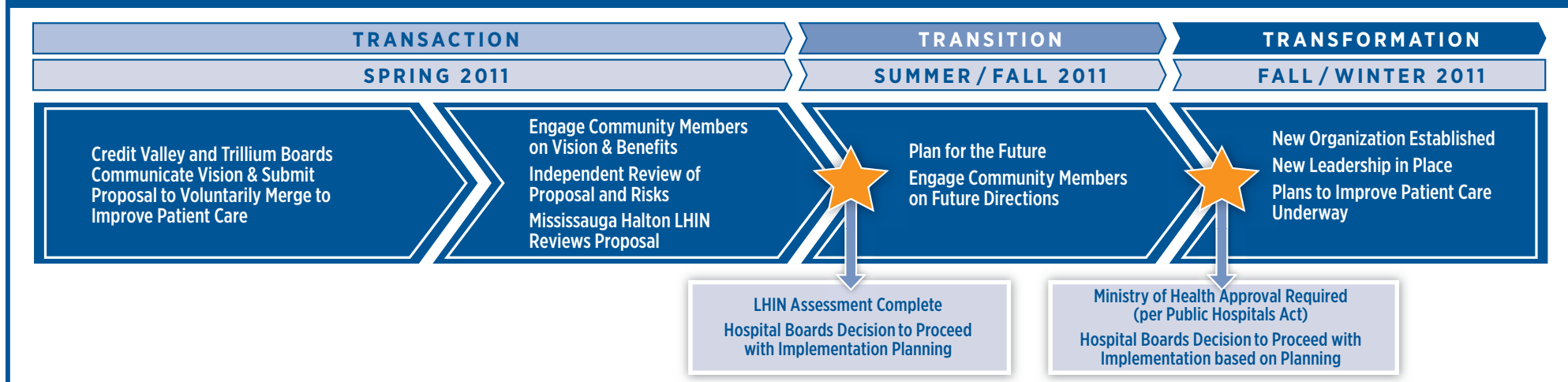
The LHIN has 60 days to review the voluntary integration proposal. Over the past few weeks, ongoing community consultation has been taking place to engage the community, patients, staff, physicians, volunteers and key partners in a conversation about the priorities for the proposed merger.

For more information, or to provide feedback on the proposed merger, please visit:

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

## Merger Timelines

Our goal is to complete the merger by the beginning of the next fiscal year on April 1, 2012.





# Partnering for Patients

## Joining together to serve our patients better




By: Dr. Matt Gysler, Chief of Medical Staff, The Credit Valley Hospital (L), and Dr. Gopal Bhatnagar, Chief of Medical Staff, Trillium Health Centre (R)

Providing the highest level of patient-centred care is at the heart of everything we do at The Credit Valley Hospital and Trillium Health Centre. The voluntary decision of the two hospital Boards to pursue a merger is a reflection of our ongoing commitment to our patients, their families and the community to deliver world-class health care right here at home.

Ultimately what we want to achieve with the proposed merger is to provide the most exceptional level of patient care possible. As a patient, it will no longer matter which hospital site you visit to receive care. Whether it is the current Credit Valley, or one of the two Trillium sites, your experience will be seamless. Each site will have access to a patient's tests, no matter where the test was performed. And patients waiting for a CT scan or MRI, for example, will be able to access the resources of three interdependent sites, ensuring that a phone call to one number will result in the next available appointment.

In the past, a complicated health issue may have meant that a patient needed to go to a hospital in downtown Toronto or Hamilton. Currently, about 25 per cent of our patients have to go elsewhere to receive care. By combining the highly-skilled and complementary resources of both Credit Valley and Trillium, patients will now be able to access the best care more easily, faster, and right in their own community.

In a time of enormous growth in this community combined with fiscal restraints, there are tremendous benefits to be gained from this union. We strongly believe that the proposed merger will help us significantly improve health care by creating a leading, dynamic and innovative health care organization right here in our community. 

## Partnering for Patients - a history of success

The Credit Valley Hospital and Trillium Health Centre have a successful history of partnering together to deliver the best possible health care. In recent years, we have collaborated even more closely to improve the quality of care, meet the challenges of increasing service demands and to make the best use of limited financial and human resources.

Some of our partnerships include:

### Integration of clinical programs

Highly specialized thoracic surgeries are performed at Credit Valley while all vascular surgeries are performed at Trillium. This allows the hospitals to make the best use of health care dollars and professional expertise within each hospital's surgical programs; the renal dialysis program offers treatment and support to patients from Credit Valley and Trillium.



**Dialysis partnership brings care to the bedside**  
Rachel Barlow RN, The Credit Valley Hospital, and Benjamin Zettel RN, Trillium Health Centre, care for an ICU dialysis patient.



**The next generation of doctors**  
The Academy of Medicine will welcome 54 medical students in its first year class. By 2014 the Academy will have 216 students enrolled in the four-year program.

### Mississauga Academy of Medicine

The new medical school, which officially opens in August 2011, is a partnership between the Faculty of Medicine at the University of Toronto, University of Toronto Mississauga, The Credit Valley Hospital and Trillium Health Centre. It is an innovative partnership that supports the hospitals' commitment to the future of health care in this community.

### Joint participation in community initiatives

The Credit Valley Hospital and Trillium Health Centre work together, and with other organizations, to help improve the health of our community beyond our hospital walls. By combining ideas, materials and resources, we are demonstrating a commitment to the social responsibility of our organizations and working to lessen reliance on our hospital services.

#### Feel Better Faster

Working together, The Credit Valley Hospital and Trillium Health Centre – along with Halton Healthcare Services and the Mississauga Halton Community Care Access Centre – provide information on how to find a family doctor, walk-in/after-hours clinics, 24-hour pharmacies, home care, community and long-term care services (FeelBetterFaster.ca).



**Feel Better Faster**  
Committed to helping the people we serve feel better faster, by making the right choice for their care at the right time.

#### Joint United Way Campaign

The Credit Valley Hospital, Trillium Health Centre and William Osler Health System joined together in the first-ever tri-hospital campaign for United Way of Peel Region and United Way Toronto. Staff, physicians and volunteers at the three hospitals raised \$88,084, nearly tripling the set goal of \$30,000.



**United we can... And we did!**  
Matt Anderson, President and CEO, William Osler Health System and Shelley White, President and CEO United Way of Peel Region kick off the first Tri-Hospital United Way Campaign with Michelle DiEmanuele, President and CEO, The Credit Valley Hospital and Janet Davidson, President and CEO, Trillium Health Centre.

### Shared key leadership roles

Credit Valley and Trillium share a number of key leadership roles between the hospitals including Medical Education, Human Resources, Ethics, Diagnostic Imaging, Laboratory Services, Strategy Management, Pharmacy and Information Technology.



## Credit Valley and Trillium offer complementary services to the community



Both hospitals deliver (and will continue to deliver) core services such as emergency care, ambulatory care, medicine and surgical services. Each hospital also provides specialized and regional services including:

### The Credit Valley Hospital

- Regional Cancer Program
- Genetics
- Regional Paediatric & Perinatal Care
- Renal Program
- Cardiac Services
- Mental Health
- Adult Eating Disorders Program
- Complex Continuing Care & Rehabilitation
- Geriatrics Program
- Obstetrics & Gynaecology
- Paediatrics
- Neonatal Intensive Care Unit
- Intensive Care



### Trillium Health Centre

- Regional Stroke Centre
- Regional Advanced Cardiac Services
- Regional Neurosurgery Services
- Hepato-pancreatic-biliary Services
- Seniors' Health
- Regional Sexual Assault & Domestic Violence Services
- Palliative Care
- Specialized Regional Geriatrics
- Mental Health
- Complex Continuing Care & Rehabilitation
- Obstetrics & Gynaecology
- Paediatrics
- Special Care Nursery
- Oncology
- Musculoskeletal Services
- Intensive Care

## Mississauga Academy of Medicine investing in tomorrow's doctors

The Mississauga Academy of Medicine is a partnership between the Faculty of Medicine at the University of Toronto, University of Toronto Mississauga (UTM), The Credit Valley Hospital and Trillium Health Centre. The Academy is located at the UTM campus, and will officially open in August 2011.


The Mississauga Academy of Medicine is uniquely positioned to provide an outstanding education for medical students in all aspects of contemporary health care. It will draw on the University of Toronto's expertise in providing medical education and will link with two leading hospitals ensuring students receive the skills and tools necessary to become outstanding physicians and physician leaders through their experience in a wide range of community health care settings.

The Academy of Medicine will welcome 54 medical students in its first year class. Twenty-four students will do their clinical placements at Trillium, and 30 students will go to Credit Valley. By 2014, the Academy will have a total of 216 students enrolled in the four-year program.

While the Academy is slated to open this August, Credit Valley and Trillium – both integrated Family Health Teams – currently provide post-graduate training to family medicine residents. These residents receive training in family medicine with a two-year residency at either



site in their Family Medicine Teaching Units (FMTU's). During their training, these new family doctors accept patients under the watchful eye of their supervising physician and collaborate with interprofessional health care providers at the FMTU. Residents can also receive training at Credit Valley and Trillium in several specialties, including General Medicine, Surgery, Paediatrics, Obstetrics and Gynaecology, Mental Health, Neurosciences, and Emergency.

The Mississauga Academy of Medicine is an innovative partnership that supports the hospitals' ongoing commitment to the future of health care in this community, and will encourage young medical students who train here to remain in the community in which they are taught, making a significant contribution to their community, and enriching the health science network in Mississauga. 



# Partnering for Patients

## Frequently asked questions & answers

### 1. Why are the hospital Boards proposing a voluntary merger?

To significantly improve patient care.

Over the past few years, The Credit Valley Hospital and Trillium Health Centre have been working more closely together to provide the best possible patient care services to the communities of Mississauga, West Toronto and the surrounding regions.

We have been operating our hospitals on many shared fronts: integrated clinical programs such as renal dialysis, vascular and thoracic surgery. We share key leadership roles in Medical Education, Human Resources, Ethics, Strategy Management, Diagnostic Imaging, Labs, Pharmacy and Information Technology and have jointly participated in many community initiatives.

With the creation of the new medical school, it is only natural to continue to align our clinical practice areas and create a standardized quality approach to the delivery of care.

We have reached a point where we believe that by joining the two organizations together, we can create a truly world class organization that offers superior care to the residents of our community, trains and educates health care workers including physicians, and drives innovative approaches to delivering health care that will improve the system both locally and nationally.

Today, about 25 per cent of community residents receive health care services elsewhere; we want them to be able to get the care they need closer to home.

### 2. Will any of the emergency rooms be closed?

No. Bringing The Credit Valley Hospital and Trillium Health Centre together is about enhancing patient care, not reducing services. There will continue to be emergency departments at Credit Valley (where there is a planned renovation as part of our Phase III redevelopment) and Trillium – Mississauga. The Urgent Care Centre at Trillium – West Toronto will also remain open.

### 3. What will the impact be on patient care?

We are pursuing a partnership that will improve patient care. We will be clear about the improvements we expect to achieve and will measure and track our progress.

We are consulting broadly with our community to help shape our work and keep it patient-focused. Patients and families, in particular, are being encouraged to give us their thoughts on how a merger might work. We are also talking to our staff, physicians and volunteers.

### 4. What is a tangible, practical example of how this proposed merger will truly benefit patients?

The proposed merger will have a very immediate and positive impact on patients who need an MRI or CT scan for example. Once the new organization is in place, patients can be placed on a single waiting list and be given the first available appointment at any one of three sites. This means increased access to diagnostic services, decreased wait times and an easier system to navigate.

### 5. Will there be job loss as a result of the proposed merger?

We will not be laying off any nurses or allied health professionals as a result of the proposed merger.

Workforce adjustments will continue to happen as part of our operational plans for this year.

This is about making governance and management more efficient. We believe we can minimize staff impact through attrition and redeployment. We also foresee


opportunities occurring in many of our programs.

We are committed to treating staff with respect and providing as much support as possible during this year of planning.

### 6. Will the names of the two hospitals stay the same?

This will be a decision for the new Board. The community will also have an opportunity to comment during the consultation process.

### 7. How long until a final decision is made?

On April 7, 2011, we filed a formal proposal with our Local Health Integration Network (LHIN). Our submission signalled the start of 60 days of community and internal consultation and exploration that will culminate in a decision by the two Boards on whether the merger will move forward. If the decision is made to move forward, we will enter a transition phase with the goal of having one organization by April 1, 2012. 

## Your Opinion Matters to Us!

If you have any questions or comments about the proposed merger between The Credit Valley Hospital and Trillium Health Centre, we would love to hear from you.

Dedicated phone line: **905-848-7593**

E-mail to: **info@partneringforpatients.ca**

For more information and to leave a comment: **www.partneringforpatients.ca**



CREDIT VALLEY  
THE CREDIT VALLEY HOSPITAL

[www.cvh.on.ca](http://www.cvh.on.ca)



Your Health. Our Passion – for Life

[www.trilliumhealthcentre.org](http://www.trilliumhealthcentre.org)

<b>Main Telephone Number</b>	<b>905-813-2200</b>
Gift Shop	905-813-1100 x 6224
Health Records	905-813-2413
Human Resources	905-813-1573
Patient Accounts	905-813-3980
Patient Inquiry	905-813-3971
Patient Relations	905-813-4109
Foundation	905-813-4123
Volunteer Resources	905-813-1585
CT/MRI Appointments	905-813-4179
X-ray/Ultrasound Appointments	905-813-2731
Family Doctor Referral Line	905-813-3556

<b>Main Telephone Number</b>	<b>905-848-7100</b>
Gift Shop	905-848-7135
Health Records	905-848-7287
Human Resources	905-848-7282
Patient Accounts	416-521-4040
Patient Inquiry	905-848-7533
Patient Relations	905-848-7164
Foundation	905-848-7575
Volunteer Resources	905-848-7276
Diagnostic Appointment Bookings	416-521-4069