



CLINICAL SERVICE PLAN

Providing the Services and Care our Growing Community Needs



FALL 2024



Welcome to Halton Healthcare's Clinical Service Plan.

This plan outlines our vision to provide the care and services our growing community needs at Halton Healthcare's three hospitals and nine community sites.

OUR VISION

Exemplary Patient Experiences, Always

HALTON HEALTHCARE is an award-winning healthcare organization comprised of three community hospitals and numerous community-based services in the growing urban and rural communities of Halton Hills, Milton and Oakville. In serving our dynamic communities, we take pride in offering leading technology and healthcare expertise available in Ontario.

Our hospitals – Georgetown Hospital, Milton District Hospital and Oakville Trafalgar Memorial Hospital – are very much a part of Halton's rich history and have a long-standing reputation of providing quality care to many generations of area families. Together, we serve a population of more than 400,000 residents.



**IT ALL STARTS WITH A PURPOSE.
TO CARE.**

OUR MISSION

A leading healthcare organization serving people with compassionate, quality and integrated community hospital care.

OUR VALUES

COMPASSION We will seek to understand the diverse experiences and backgrounds of others and continue to enrich an environment that is caring and supportive.

ACCOUNTABILITY We are all responsible for our actions and behaviours. We are committed to acting with honesty and integrity in all that we do and with the resources entrusted to us.

RESPECT We will support an inclusive and understanding space in which we honour each other's dignity and culture and treat each other equitably. We will foster an environment that supports a sense of belonging and engagement.

Our vision for the future is One Halton Healthcare

HALTON HEALTHCARE is committed to providing high-quality, patient-centred care. However, our community has changed dramatically over the past 25 years since Halton Healthcare was formed.



Halton Region's population is projected to **grow by 48% over the next 20 years**, which is among the fastest rates of all Ontario regions.

Seniors (aged 75 and older) are the fastest growing segment in our region's population. It is projected to **double over the next 20 years**.

Our paediatric population is projected to **grow by 46% between 2023-2043**.

Our community and team are becoming more **culturally diverse**, underscoring the need to introduce new ways of reaching patients and recruiting and retaining staff from diverse backgrounds to ensure equitable access to care for all.

Our top priority is to make it easier for patients across Halton Region to access the care they need at our hospitals, when they need it.

Given the population shifts and expected increased demand for hospital services, we launched **One Halton Healthcare**, our vision to reimagine how and where we deliver care across our hospital system.

Through One Halton Healthcare, we are planning for the services and care our community needs - both now and in the future. This includes pursuing the redevelopment of the Georgetown Hospital, as well as building more capacity across our three sites, to help reduce hospital wait times and get people the high-quality care they need, faster.

This work is the evolution of what we have always done as a hospital system — put the needs of our community first.

2023-24 BY THE NUMBERS

52,902

Surgeries performed

4,763

Babies born

830,214

Meals served

367,450

Ambulatory care visits

343,541

Diagnostic imaging exams

Inspiring Care: A bold vision for the future

Our Clinical Service Plan was guided by four key principles:

Care Intensification

Expand and enhance existing services to provide more comprehensive care.



Care Closer to Home

Address identified gaps in care to provide access to services closer to home.



Care@Home

Support people to access services in their homes or community.



Care Optimization

Support strategies to manage care in new and more effective ways.



The plan was developed with extensive input and engagement from over 250 hospital staff, physicians, partners and community stakeholders. Over 100 potential initiatives were initially identified, which were then further refined and prioritized based on the following criteria:

- Patient Outcomes
- Patient Experiences
- Community Needs
- Attracting & Retaining Talent
- Partnerships Required
- Government Support
- Fiscal Realities

A Master Plan is an organizational roadmap, developing a strategy for growth, implementation, cost and schedule across our hospital and community sites over the course of 5, 10, 15, and 20 years. The roadmap will ensure a strategy is in place to maintain a continued level of care, as we look to adapt, expand and respond to the changing needs of the communities we serve.

The Master Plan is a natural evolution to the Clinical Service Plan, as the project will further refine the programmatic needs, as well as where to locate the services. The process develops a strategy for the implementation of each initiative - **how**, **when** and **where**, and prioritizes them based on community/services need.

This plan will not happen overnight. It will take significant effort to think and work creatively together to accomplish these goals, and to garner support from government and our communities that will position Halton Healthcare for success.

Throughout this process, and through all the services we provide, Halton Healthcare remains committed to fostering an equitable, diverse and inclusive environment for patients, families, staff and the communities we serve.

Clinical Service Plan Snapshot

Providing the services and care our growing community needs

HALTON HEALTHCARE'S new clinical service plan outlines our vision to ensure we can continue to provide high quality, accessible care, now and tomorrow, to one of the fastest growing regions in the province. This document provides a snapshot of some of the priorities Halton Healthcare will be pursuing in the years ahead. For more information on all 40 initiatives, see page 8.

We're planning for the future as
One Halton Healthcare, one team, one organization,
united by one common purpose:

To Care.

**In the next five years,
there will be an additional:***

22,000

Residents 65 and older

2,000

Births

17%

Increase in emergency department visits

11%

Increase in emergency department mental health visits

17%

Increase in chemotherapy visits

16%

Increase in renal (kidney) care visits

**as compared to 2023-24*



Ambulatory Care

Program under development: Review of Ambulatory Care services underway to meet future needs.



Emergency Services

OUR VISION

To provide compassionate emergency services that meet the needs of our diverse communities at every stage of life.

OUR CARE GOALS

- Establish senior/child-friendly emergency department services to ensure the highest standard of care for seniors and children
- Establish urgent care services



Women & Children

OUR VISION

To provide exemplary care for women, children and their families closer to home.

OUR CARE GOALS

- Add hospital beds for infants, children and adolescents to receive specialized inpatient care
- Create a birthing centre to support low-risk births in the right setting



Renal & Halton Diabetes Program

OUR VISION

To be the regional leader providing patients with equitable access to kidney and diabetes care in the right setting.

OUR CARE GOALS

- Provide in-patient dialysis services in hospital across our hospital sites
- Provide more dialysis care in the community, including at home
- Provide the Halton Diabetes Program & Mississauga Halton Regional Foot Care Program



In-Patient Medical Care

OUR VISION

To ensure every patient has access to integrated and high-quality medical care.

OUR CARE GOALS

- Establish a dedicated space and team to care for patients with dementia
- Expand specialist services offered across our communities



Perioperative Care

OUR VISION

To expand access to services and use leading-edge technology to provide the highest quality care to patients.

OUR CARE GOALS

- Develop new surgical services aligned with patient needs
- Innovative patient care with robotic-assisted surgery
- Establish dedicated spaces to meet growing surgical demand



Cancer & Critical Care

OUR VISION

To provide world-class cancer treatment with faster access to diagnostic and treatment services.

OUR CARE GOALS

- Expanding programs and services for cancer treatment and care
- Install new imaging technology to identify and treat cancers
- Add more beds, including ICU beds, across our hospital sites



Mental Health and Addictions Care

OUR VISION

To provide equitable and timely access to mental health and addictions services for all ages.

OUR CARE GOALS

- Expand mental health services and treatment offerings.
- Expand psychiatric ICU beds
- Work with our partners to create a community hub of mental health services



Post Acute and Seniors Services

OUR VISION

To provide seamless and integrated care as patients transition to different levels of care within the hospital, community & home.

OUR CARE GOALS

- Expand in-patient palliative care services
- Create an Integrated Stroke Unit delivering both acute and rehabilitative care
- Expand in-patient rehabilitation services



Community Integration & Primary Health Care

OUR VISION

To ensure patients are seamlessly connected to the right care in the right place.

OUR CARE GOALS

- Develop a community hub of services for seniors
- Work with all partners to provide hospice care in the community
- Partner to improve access to high-quality home care services

The Road Ahead

Making this plan a reality will take time and it needs to be evidence-based, fiscally-responsible, and aligned with the priorities of our community.

Ongoing input and collaboration with our partners will be essential, and many of these initiatives will require financial support from our funders, including government, donors and our community partners.

Our journey together is just getting started, and we are looking eagerly towards the future. As we progress towards these goals, we will continue to focus on our day-to-day operations and provide exemplary care, always, to our patients and their families.



Georgetown Hospital

905-873-0111
1 Princess Anne Drive
Georgetown, ON L7G 2B8

Milton District Hospital

905-878-2383
725 Bronte Street South
Milton, ON L9T 9K1

Oakville Trafalgar Memorial Hospital

905-845-2571
3001 Hospital Gate
Oakville, ON L6M 0L8

Clinical Service Plan

Full List of Initiatives across all clinical programs

Emergency Services

1. Establish senior/child-friendly emergency departments
2. Establish urgent care services

In-Patient Medical Care

1. Expand acute medical bed capacity across sites
2. Establish dementia model of care
3. Expand subspecialist program
4. Establish advanced cardiac device lab and catheterization lab

Perioperative Care

1. Expand and build out new operating rooms to meet surgical demand
2. Establish robotics program
3. Establish new surgical services
4. Develop specialized operating rooms for complex surgeries and procedures

Women & Children

1. Launch new perinatal mental health services
2. Expand paediatric bed capacity
3. Coordinate and advance obstetrics-neonatal levels of care
4. Consolidate complex women and children outpatient services in one location
5. Build low-risk birthing centre alongside midwifery unit

Cancer and Critical Care

1. Expanding programs and services for cancer treatment and care
2. Install a local PET Scanner
3. Establish local radiation services
4. Expand ICU capacity

Mental Health and Addictions Care

1. Expand adult & child/adolescent psychiatric ICU beds
2. Provide Transcranial Magnetic Stimulation for treatment-resistant depression
3. Expand concurrent disorder

services across the outpatient mental health program

4. Expand mental health services for transitional aged youth (15-24)
5. Partner to establish mental health community hub

Renal and Halton Diabetes Care

1. Provide acute inpatient and ICU renal dialysis
2. Establish community based microdialysis units
3. Create self-care dialysis hubs
4. Establish additional community renal services
5. Establish additional renal services

Post Acute and Seniors Services

1. Create a designated inpatient unit for palliative patients
2. Develop an integrated stroke program
3. Develop a program for Complex Transitional Care patients on ventilators
4. Provide short-term acute inpatient rehabilitation beds at multiple sites

Community Integration & Primary Health Care

1. Expand in-patient palliative services
2. Establish transitional care beds for Halton Healthcare patients
3. Expand hospice care in the community
4. Provide more in-patient rehabilitation services
5. Pursue licenses/partnerships for long-term care facility

Ambulatory Care

- Program under development: Review of Ambulatory Care services underway to meet future needs.