



Mississauga Halton Central  
West Regional Cancer Program  
in partnership with Cancer Care Ontario

# Exceptional compassionate care for people impacted by cancer

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Mississauga Halton Central West Regional Cancer Program 2018-2020 Strategic Plan



# Moving forward together

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The next two years will be an important, defining time for the Mississauga Halton Central West Regional Cancer Program. We will continue to strengthen our existing partnerships and develop new ones to ensure we are meeting the needs of our diverse and growing communities.

This first Strategic Plan represents early steps in an on-going journey, a journey that we are honoured to lead and support. A journey that we know will take more than two years. A journey that we will take, together, as partners. A journey that will result in better care, more positive experiences, and a system that supports all people impacted by cancer.

Our Strategic Plan emphasizes the importance of involving the entire care team in these improvements and the vision for the future – partner organizations, health care providers, volunteers, caregivers, and people impacted by cancer. Together, we will share and learn from one another to develop meaningful experiences that support the whole person. We will create deeper connections across the region for a more coordinated system. We will deliver high-quality care accompanied by an experience that instills confidence in the entire team. We will stay accountable to the resources we have by using them responsibly today while planning for tomorrow.

Together, we will improve cancer care in our region.



“Having clear direction, knowing what to expect and what will happen next in the journey helps to reduce the stress and anxiety that the patient and family are facing. Connectivity between the community providers, family health teams, and the center providing the cancer treatment should be seamless for the patient, their family and caregivers.”

- Jane Lui, Caregiver and Member of Trillium Health Partners' Patient and Family Advisory Council



# 2018-2020 Strategic Plan Overview

In alignment with Cancer Care Ontario's *Ontario Cancer Plan IV*

## Our Mission:

Exceptional, compassionate care for people impacted by cancer

## Together, We Will:

### Support the whole person

Ensure cancer care is designed to reflect the diversity of this region, to support the unique needs of our patients and caregivers

Work together to deliver person-centred care that addresses the physical, mental, and social needs of our patients and caregivers

### Connect and coordinate care

Strengthen partnerships across the region to improve the integration and coordination of care

Design seamless care transitions along the cancer care continuum by integrating the voice of our patients and caregivers from across the region

### Optimize quality of care and experience

Incorporate the voice of people impacted by cancer to deliver the best possible experience

Continue to strive for excellence in quality and patient outcomes and optimize our use of tools, resources, and training to drive results

### Excel in performance and sustainability

Provide patients with timely access to high-quality care while ensuring the optimization of resources across the region

Develop a sustainable cancer system for future generations

## Mississauga Halton Central West Regional Cancer Program



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Cancer planning  
in the province

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1 in 2 Ontarians will develop cancer in their lifetime. However we are affected, we can feel confident that Ontario has a cancer system in place, dedicated to supporting us when we need it.

Cancer Care Ontario (CCO) is a provincial government organization that is committed to improving the performance of the cancer system through quality, accountability, innovation and value. Every four years, CCO updates its plan for improving cancer care province-wide. The current plan is called *Ontario Cancer Plan IV*, and outlines how CCO, health care professionals, health organizations, cancer experts and the provincial government will all work together to develop and deliver cancer services over the next four years.



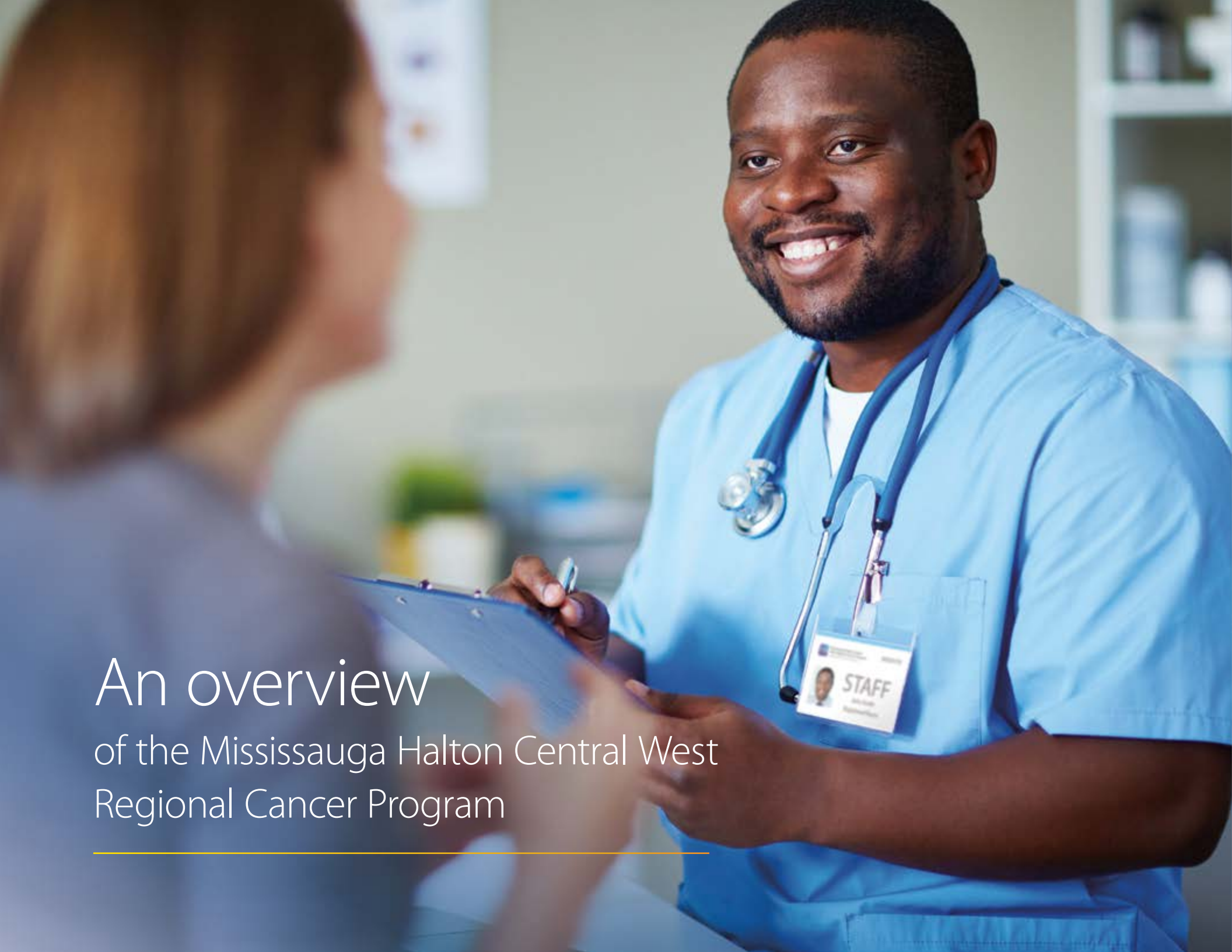
“Regional Cancer Programs and the regional cancer strategies that they create are key partners in bringing the objectives and initiatives of the *Ontario Cancer Plan* to life at the local level. Regional strategic plans take the initiatives, guidelines and the frameworks set out in the *Ontario Cancer Plan* and operationalize and implement these activities, so that together we can continue to create the best health systems in the world.”

- Michael Sherar, President and CEO, Cancer Care Ontario

### Cancer in Ontario 2016: By the Numbers

Incidence	Prevalence
85,648 New cancer cases expected in 2016	362,557 People diagnosed with cancer within 10 years prior to 2013
Incidence rates have risen fastest for: thyroid, liver, uterine, melanoma	Most prevalent cancers: female breast, colorectal, prostate, thyroid, melanoma, lung

Data extrapolated from the Cancer Care Ontario report *Ontario Cancer Statistics 2016*



An overview  
of the Mississauga Halton Central West  
Regional Cancer Program

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# How we deliver cancer care

The Mississauga Halton Central West (MHCW) Regional Cancer Program oversees the delivery and quality of cancer services for over two million residents across two Local Health Integration Networks (LHINs) – Central West and Mississauga Halton.

These LHINs cover South Etobicoke, Mississauga, Halton Hills, Oakville, Milton, Georgetown, Bolton, Brampton, Caledon, Dufferin County, Malton, Orangeville, Rexdale, Shelburne and Woodbridge. The MHCW Regional Cancer Program is one of 13 Regional Cancer Programs created by Cancer Care Ontario to ensure cancer care is delivered according to province-wide quality standards.

Cancer care, treatment, and support are delivered through the MHCW Regional Cancer Program's four hospital partners in care: Halton Healthcare, Headwaters Health Care Centre, Trillium Health Partners and William Osler Health System.

Mississauga Halton	Central West
<b>Population</b> 1,269,398	<b>Population</b> 954,619
<b>Projected new cancer cases 2017</b> 6,772	<b>Projected new cancer cases 2017</b> 4,560

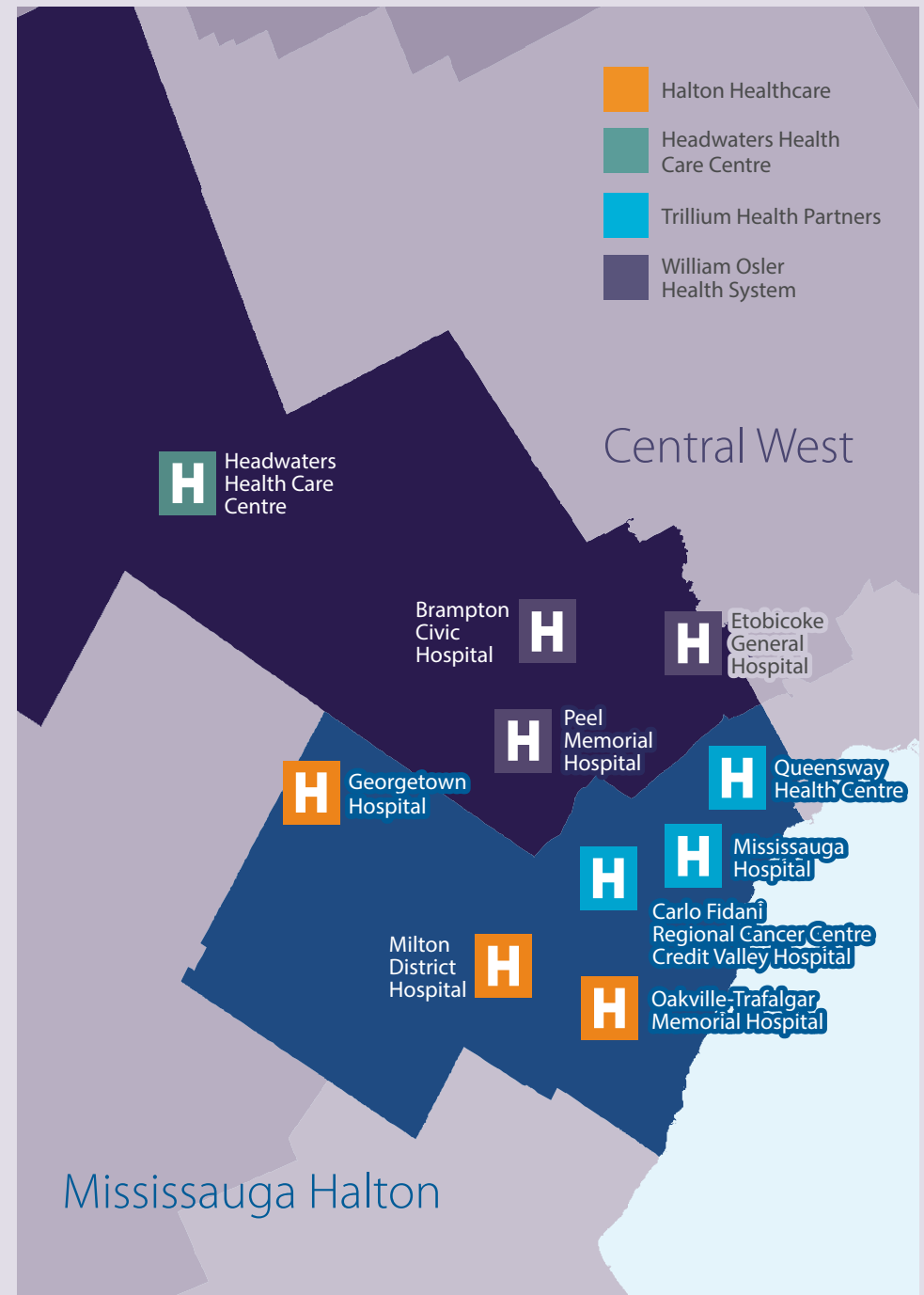
Percentage of population that are South Asian

<b>Mississauga</b> 40.5%	<b>Brampton</b> 57.8%
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Percentage of population that are visible minorities

<b>Peel Region</b> 56.8%	<b>Halton Region</b> 18.1%
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Reference: Data extrapolated from 2017 Cancer System Quality Index report, 2011 Census and Region of Peel.



10 hospital sites

Number of sites for the Ontario Breast Screening Program

34

highest volume of new incident cancer cases in Ontario



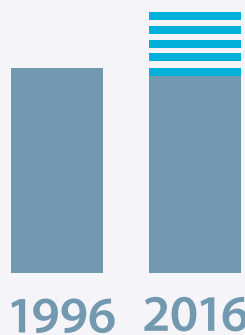
The only regional cancer program that services

2 LHINS

highest population of all Regional Cancer Programs

28% increase

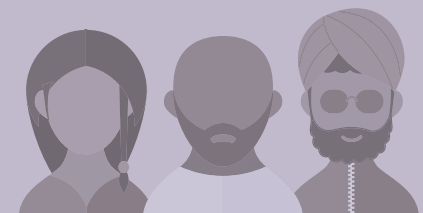
in regional population over the last decade



63% growth



individuals identifying as a visible minority 45%





# Lili's Story

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*Lili kept her wristbands from each hospital visit, procedure and treatment session, and collected them in a glass jar. She keeps this jar as a reminder of her experience and the village of support she had throughout her treatment.*

There is a common saying that “it takes a village” – to build a community, to raise a family, to do important work. This saying is a wonderful reminder about the power of teams, and the impact that positive, collective support can have.

The same can be said when caring for a person with cancer – family, friends, and dedicated care providers play important roles in supporting a person’s emotional and physical well-being throughout their cancer journey.

For Lili Steer, her village began to form the day after her 60<sup>th</sup> birthday, when she was diagnosed with an aggressive form of breast cancer. Armed with strong family support, she received coordinated care across the Mississauga Halton Central West (MHCW) region from many health care providers throughout her cancer journey: her family physician of 23 years; care providers at both Brampton Civic Hospital and Etobicoke General Hospital; community support through CAREPath (a health care navigation system); the Central West Community Care Access Centre; and Wellspring classes provided at Trillium Health Partners’ Credit Valley Hospital. Lili’s experience speaks to one that spanned across the continuum of cancer care, receiving services throughout and across the MHCW region.

“I feel that I was extremely fortunate to stumble across and connect with amazing people within our medical system,” says Lili. “Like many other patients, my journey to restored health has not been straight from Point A to Point B, but I have been inspired and empowered by the excellence I received.”

Lili’s therapy involved surgical procedures, including

breast reconstruction, at Brampton Civic Hospital and Etobicoke General Hospital, supported by many different types of care providers and specialists. Throughout her journey, Lili kept her wristbands from each hospital visit, procedure and treatment session, and collected them in a glass jar. She keeps this jar as a reminder of her experience and the village of support she had throughout her treatment.

Today, Lili is in remission, and content with the decisions she has made throughout her care. Lili has stayed connected with health care organizations as a patient advisor, and often shares her glass jar as she tells her story. She now advises organizations not only on decisions they make, but also in ways the patient experience can be improved.

“Kindly and compassionately listening to and accommodating patients comes to mind,” explains Lili. “Understanding that I am a person, not just a patient, trying to deal with real painful procedures and valid anxiety goes a long way.” Lili’s experience provides our region with guidance on embracing the whole person and delivering compassionate, kind and exceptional care in the delivery of treatment, and supportive services throughout the cancer journey.

Looking back on her journey, Lili imparts some guidance and advice to current and future patients impacted with cancer, and reminds them to rely on their village:

“During your difficult journey, be kind to yourself. Know that you will certainly find kindness and caring within this amazing community of health care providers.”

# Developing our strategy

199 patients & families engaged

257 surveys received

300 emails + over 200 phone calls

15 jurisdictions reviewed

7 focus groups conducted

Development of the Mississauga Halton Central West Regional Cancer Program's Strategic Plan was informed collaboratively by many of our partners and community stakeholders. This included engagement of over 300 patients, families, community members, staff, physicians and volunteers to understand their needs and priorities related to cancer care delivery.

In our efforts to develop our strategy, we reviewed 15 jurisdictions to inform best practice, conducted focus groups, surveys and interviews, and strengthened partnerships with our community and stakeholders, engaging them as active participants in regaining and maintaining their health. As we begin to live our strategy, we will be anchored by core values and beliefs that will guide our decision-making and our actions. Together, we will improve cancer care in our region.



# Our mission

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## Exceptional, compassionate care for people impacted by cancer.

We believe in a system that provides exceptional and compassionate care, services and support for all people impacted by cancer. This means patients, who are impacted directly, and their loved ones who are impacted indirectly, can all feel supported and cared for within the same system, together. From diagnosis to treatment and beyond, patients and their loved ones can freely share what matters to them, will know what to expect, and will always know what is coming next in their journey. Most importantly, they will never feel alone, knowing they are an integral part of a team that is dedicated to their well-being.

This mission guides how we will approach the quality of care we deliver and the improvements we will make to the services in this region. This plan will guide us over the next few years toward a long-term goal of continuous improvement in the services we deliver and the experiences of people impacted by cancer. We will continue to evolve the plan and the choices we make with input from our partner organizations and the broader team, including health care providers, volunteers, caregivers, and all people impacted by cancer.

# 2018-2020 Strategic themes & objectives

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Over the next few years, we will focus on four distinct but complementary themes to help us achieve our mission of exceptional, compassionate care for people impacted by cancer. With these four themes, we aim to focus on the whole person by ensuring that the full range of physical, mental and social needs of patients and their loved ones are understood and addressed. To do this, we will collaboratively create a system of care that is committed to a high-quality experience, while remaining accountable for the resources available in the region.

Support the  
whole person

Connect and  
coordinate care

Optimize quality of care  
and experience

Excel in performance  
and sustainability



# Support the whole person

By 2020... Our regional services will be better designed, based on the needs of the whole person, and learning from each unique experience.



“Sometimes we only see the cancer diagnosis and not who is behind the diagnosis, treatment and survivorship fears and burdens. Focusing on the patient as a whole takes teamwork, engagement and commitment. Don’t just treat the disease, but treat the patient with the disease.”

– Dr. Alexandra Ginty, Mississauga Halton Regional Primary Care Lead, Cancer Care

The cancer experience impacts many aspects of people’s lives – physical health, mental and emotional wellness, and social well-being. Whole person care means understanding and supporting the needs of each individual patient and their loved ones. When we understand the needs, we can organize and connect care around the patient so their unique needs are addressed by the right care, at the right time, by the right people, in the right place.

To do this, we will remove boundaries that have traditionally prevented physical, mental and social support teams from working together. We will listen to the needs of each patient and then work collaboratively across all domains of care to support the whole person, as partners on their cancer journey.

## Connect and coordinate care

By 2020... Cancer care transitions in the region will be designed based on the voice of patients, families and caregivers to support a seamless experience.



“Everyone has been wonderful to me and my family. Staff go above and beyond their duties, and they are cooperative and helpful. I’m so very glad to have these cancer services available to me, close to home.” – Farsat Hashmi, Patient at Cancer Care Clinic, Halton Healthcare

Strong communication and coordination among the vast network of providers in this region is critical for quality, seamless care. Over the next several years, the regional partners will work together to develop more integrated systems of care. These systems will be designed in a way that incorporates the patient and caregiver voice and ensures the partner organizations share accountability across the region.

This region serves a high population and diverse communities. New systems to improve connected and coordinated care must focus on our unique regional needs in order to be successful. We will strive to make care accessible without boundaries across the region. We envision a system of care where appropriate services are delivered as close to home as possible, while maintaining regional specialities and areas of excellence. This planning, complemented by regional expertise, will support a seamless experience, regardless of where a patient lives.

## Optimize quality of care and experience

By 2020... Patients, families and caregivers will have a better experience reflecting their unique needs, and will have access to resources, tools, knowledge and support to help them manage their care.



“The care I received from the nursing staff was absolutely wonderful, I always felt important and looked after.”

– Lloyd Sweeney, Oncology Patient at Headwaters Health Care Centre

Over the next few years and beyond, we will strive to provide optimal quality that is delivered with compassion, respect and dignity. We will aim to provide the best possible experience to people impacted by cancer, their caregivers and health care providers, to ensure a supportive, caring environment. Furthermore, we will work with each of these groups to identify how to best apply our resources toward a system that ensures everyone on the cancer journey knows what to expect, today and tomorrow.

We will continue to drive excellence in the development of policies, programs and services by first understanding and then reflecting the needs of people impacted by cancer, their caregivers and health care providers. We will work collaboratively with our many partners to better understand what matters most to people impacted by cancer, and develop tools that support them across the entire cancer experience.



## Excel in performance and sustainability

By 2020... We will provide patients with better access to care while ensuring we are developing a sustainable cancer system for future generations.



“Delivering quality health care is a team effort. By having the support, training and tools to do our best work, everyone benefits. Our patients are depending on us to make sure this happens.”

– Dr. Andrew Bellini, Mississauga Halton Central West Regional Lead, Colorectal/GI Endoscopy

Ontario’s health care system is experiencing increasingly unprecedented demand as our population ages. This region, specifically, is also experiencing exponential growth, which is expected to continue for the foreseeable future. This growth, coupled with a fiscal reality of limited resources, highlights the importance of effective, sustainable models of care.

We take great responsibility for the needs of today and tomorrow. In addition to ensuring we can provide excellent care with the resources we have today, we must also ensure we are paving the way for future residents of this region to have access to the care they will need. To do this, we will focus on optimizing our operational effectiveness to achieve the best possible outcomes for people. The regional partner organizations will all work together to make necessary, shared decisions about how to best use resources to ensure we balance performance and sustainability for both today and tomorrow.



## A message from the Regional Cancer Program

We are incredibly honoured to serve the Mississauga Halton Central West (MHCW) Regional Cancer Program. This region represents a very special, diverse and growing community that is supported by excellent cancer care and a resounding commitment to do the very best for patients and their families. Every day, we are inspired by the passion and dedication of each health care provider, volunteer and caregiver in the Regional Cancer Program and the partnerships I witness with the care teams, patients and families.

This region is unique in that it is the only Regional Cancer Program in the province that covers two Local Health Integration Networks (LHINs), including 10 hospital sites across four partner hospitals that provide a wide range of cancer services. Across the region, hospitals, health agencies, and community organizations work in partnership to ensure people receive access to the high-quality cancer care they need.

Our community continues to grow and the needs of our patients are changing. We have an exciting opportunity – and readiness – to work together as a region, in partnership with patients and families, to improve our cancer care services. I am very pleased to share the first Strategic Plan for the MHCW Regional Cancer Program (2018-2020) to help us do just that – partner and evolve

to meet the needs of the communities we serve.

In the pages of our Strategic Plan, you have seen strategic objectives for our region to guide us toward a better cancer care system over the next few years. Our strategic objectives follow the direction and vision for cancer care that has been laid out in Cancer Care Ontario's *Ontario Cancer Plan IV*. In addition, these objectives were informed by learnings from provincial, national and international organizations, and most importantly, by residents of the region. The development of this Strategic Plan would not have been possible without the valuable input of health care providers, volunteers, community partners, patients and their loved ones.

To each and every one of you who provided your feedback and shared your insights – thank you. Your participation has guided this region's direction for the next several years, and has ensured the development of a plan that is created for everyone involved in the MHCW Regional Cancer Program.

Thank you for sharing your stories, your hopes and your vision for the future. We look forward to working together with you to create a better cancer care system.

Leslie Starr-Hemburrow

Regional Vice President,  
Mississauga Halton Central West  
Regional Cancer Program



# Our commitment

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# Together, we will improve cancer care in our region.



Michael Sherar  
President and CEO,  
Cancer Care Ontario



Bill MacLeod  
Chief Executive Officer,  
Mississauga Halton Local  
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Michelle DiEmanuele  
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Denise Hardenne  
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Together, we will improve  
cancer care in our region.

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



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