



**To honour lives
and choices and deliver
seamless care.**



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Message from the President and Board Chair

We are excited to share Partners Community Health's (PCH) 2022-23 Annual Report — our inaugural annual report since being established in 2021. In this report, we celebrate PCH's achievements from the past year as well as the promising road ahead through [Wellbrook Place](#), two new state-of-the-art long-term care homes that will be part of a larger campus of care in Mississauga opening later this year.

Despite starting our work during a global pandemic and this time being a challenging period for PCH's staff, leadership, residents, families and our broader community, this past year we focused on laying a strong foundation at PCH.

During this time we launched our inaugural [three-year Strategic Plan](#), introduced our [Philosophy of Care](#), and recruited and onboarded team members that will help lead our transition into the future. One of our most significant milestones from last year was PCH's acquisition of Camilla Care Community on April 1, 2022, where we've been able to achieve many notable successes, including supporting system flow and capacity through the introduction of interim short-stay and rapid admissions

programs; co-designed new pathways to access acute specialists and diagnostic imaging, allowing for improved quality of care for residents; and improving virtual care access for Camilla residents, allowing them to make their acute care appointments from the comfort of their residence.

Last year, PCH also became a proud member of the Mississauga Ontario Health Team, or [Mississauga Health](#), a partnership of local health care organizations and providers who are committed to ensuring patients, families and caregivers in the Mississauga community have better and more seamless access to the care they need, when and where they need it.

Thank you to all members of TeamPCH, for your commitment to building an organization that **honours lives and choices and delivers seamless care.**

The past year has demonstrated the importance of compassion, excellence, creativity and inclusivity as we come together to create a healthcare system that works for everyone.

To our partners and community, thank you for informing our direction, every step of the way. We look forward to working with you, hearing from you, and together, providing the respect, dignity and high-quality care our residents and clients need and deserve.

As we look to the year ahead, we're excited for the residents of Mississauga and beyond, and the opportunity to deliver innovative, inclusive and interconnected models of care delivery that are underpinned by a commitment to academic excellence, partnership, community and engagement.

Sincerely,
Tess Romain and Jeff Lozon

Tess Romain
President



Jeff Lozon
Board Chair



Journey Timeline

2020

- Ontario government announced the Accelerated Build Pilot Program to expedite construction of Long-Term Care homes in large urban centres, including Mississauga.
- Trillium Health Partners (THP) selected to participate in this pilot program.
- EllisDon selected as builder of the new LTC homes.

2021-22

- Draft programs and services identified.
- Design developed and approved by Infrastructure Ontario, Ministry of Long-Term Care, and Ministry of Health.
- LTC home construction commenced.
- As future operator of the long-term care homes, PCH incorporated and received charitable status.

2022-23

- PCH acquired Camilla Care LTC business and licenses.
- LTC construction continued.
- Recruitment and development of PCH team initiated.
- Philosophy of care and model of care developed.
- New LTC homes named as 'Wellbrook Place'.

2023-24

- Operational readiness plan finalized.
- Construction on Wellbrook Place to be completed.
- Wellbrook Place to open; first residents admitted.
- Hospice construction commences.



About Partners **Community Health**

VISION

To honour lives and choices and deliver seamless care.

MISSION

We are committed to building strong system partnerships and connections that put people first, a learning and leading healthcare community and best in class service across the aging continuum.

STRATEGIC PRIORITIES



Excelling in equitable care delivery to improve healthy aging



Establishing trusted partnerships and connections



Building a diverse and inclusive workforce



Achieving operational excellence and sustainability

VALUES



COMPASSION

We care for all people with respect, dignity and empathy.



CREATIVITY

We are innovative and embrace new and different ideas.



EXCELLENCE

We provide high quality care with an optimal experience in a learning environment.



INCLUSIVITY

We bring diversity, equity and cultural appropriateness into everything we do.

Who is PCH?

PCH is an independently governed not-for-profit, charitable organization focused on bringing healthcare services together around the needs of people living in Mississauga and West Toronto. True to our name, Partners Community Health is dedicated to working with community partners to deliver an integrated system of care that puts people first.

PCH manages Camilla Care long-term care home (as of April 1st, 2022) and is leading the development of Wellbrook Place in Mississauga, which will function as an interconnected community for seniors and caregivers.

Leadership Team

Board of Directors



Jeff Lozon
Board Chair



Scott Jarrett
Director



Stephanie Joyce
Director



Louise Smith
Director



Anita Stellinga
Director



Karen Wensley
Director

Management Team



Tess Romain
President



Raj Krishnapillai
Vice President, Business Operations and Chief Financial Officer



Susan Doyle
Executive Director Camilla Care, Executive Lead, LTC Operations



Jacqui Bjerno
Director, Finance and Administration



Joel Borgida
Director, People and Culture



Shaun Dias
Director, Communications and Engagement



Kathy Lashley
Director, Strategic Projects



Excelling in Care Delivery to Improve Healthy Aging

Wellbrook Place

Wellbrook Place includes two new state-of-the-art LTC homes and community hub in Mississauga that will be opening later this year (Fall 2023). Operated by PCH, the new homes will have a combined 632-beds and be part of PCH's larger strategy that will introduce innovative and inclusive programs and services and new models of care delivery.

The LTC homes, with plans to be part of a larger campus of care for seniors, are currently being built by [Trillium Health Partners](#) as part of the [Ontario Government's Accelerated Build Pilot Program](#), which aims to deliver new long-term care homes years sooner than

traditional development projects through the use of hospital-owned land, rapid procurement and modular construction.

The homes will include programs that allow people to receive the care they need close to home, including:

- Two Behavioural Support Units. One is for advanced dementia. One is for mental health and acquired brain injury.
- Seniors Programs to meet the broader needs of those who require regular enrollment in activities and services focused on maintaining their independence in order to prevent or delay the need for hospital or LTC.
- A dialysis clinic for long-term care residents and members of the community living with chronic kidney disease, operated by Trillium Health Partners.
- Virtual LTC hub to connect the homes' primary care model to hospital specialists, increasing the quality of resident care and avoiding unnecessary visits to the emergency room.



Philosophy of Care

Development of the Partners Community Health Philosophy of Care involved several months of extensive engagement with the community, and close collaboration with local partners.

The Philosophy helps establish leadership and staff's approach to care while painting a picture of what residents and families can expect when visiting or living at Wellbrook Place. In preparation for the opening of Wellbrook Place, the Philosophy of Care will be anchored throughout the homes' operations, including its delivery of programs and services, recruitment strategies and resident and family experience.



INDIVIDUALITY



CHOICE



PERSONAL
GROWTH



EMPATHY



LIVING WITH
PURPOSE



HONOURING
LIVES & WISHES

FOR THE FULL PHILOSOPHY OF CARE VISIT:
[HTTPS://PARTNERSCOMMUNITYHEALTH.CA/WELLBROOK-PLACE/](https://partnerscommunityhealth.ca/wellbrook-place/)

Camilla Care

On April 1, 2022, PCH acquired and assumed operations of Camilla Care Community Long-Term Care Home in Mississauga.

Since this time, TeamPCH has made notable progress and achieved several significant milestones at Camilla, including:

- Engaged in regular, open and transparent dialogue with Camilla's staff, residents, and families through Camilla Staff and Resident and Family Townhalls, Resident Council, Family Council, and Resident Food Committee, receiving feedback on operations, implementation of corporate strategies and opportunities for improvement.
- Successfully completed Ministry of Long-Term Care and Ministry of Labour inspections and added key positions to support expanded behavioural, clinical and social services offered at the home to meet the needs of our residents and support new residents as they move in.
- Invested in additional resources to support high-quality and safe care to residents, including onboarding of new quality leads, social workers, an IPAC coordinator, and a nurse practitioner.
- Celebrated the diversity of Camilla

and our community through several notable events and activities, including our Caribana celebration, our holiday events, Black History Month event and International Women's Day event.

- Introduced 30 temporary interim beds to support flow in our healthcare system and help with hospital capacity, in partnership with Ontario Health Central and the Ministry of Long-Term Care.
- Went live with a new virtual long-term care consultation process to enable Camilla teams' access to specialized services, virtually, helping reduce resident transfers to the hospital.
- Camilla was the only LTC home to participate in the Mississauga Health (MOHT) Anti-Black Racism Self Assessment Survey (Staff).

- Introduced purposeful engagement and recognition opportunities for staff and residents through initiatives such as our Spot Awards which encourages staff and residents to recognize their peers for their extraordinary work, as well as our food truck series which took place from January to March 2023.

The above list is only a sample of PCH's incredible work and progress at Camilla over the past year. We are excited to carry this momentum forward, with us, into the future.



A photograph of two women standing side-by-side indoors. Both are wearing light blue surgical face masks. The woman on the left has dark hair pulled back and is wearing a red and white vertically striped short-sleeved top. The woman on the right has short, curly, light-colored hair, is wearing glasses, and a green t-shirt with a white graphic that says "ROAM FREE IN Canada" with a mountain and trees illustration. The background shows a room with light-colored walls and curtains.

Establishing Trusted Partnerships and Connections

Community Engagement

Partnership and community collaboration is at the heart of all the work that is done at Partners Community Health (PCH). This past year, PCH hosted several community engagement sessions to inform and validate all aspects of how the organization operates. This includes gathering inputs on:

- PCH's inaugural three-year strategic plan.
- Validating PCH's Philosophy of Care, a framework that helps establish leadership and staff's approach to care while painting a picture of what residents

and families can expect when visiting or living at Wellbrook Place, two new state-of-the-art long-term care (LTC) homes and community hub in Mississauga opening later this year (Fall 2023).

- Informing and selecting the name of Wellbrook Place.
- PCH's logo and visual identity.
- PCH's EDIAR strategy, and cultural, linguistic, framework that will inform programs and services across the homes.

- Behavioural Support Unit and proposed Seniors Programs.

PCH will continue to engage the community and pursue collaborations with local organizations to deliver high-quality care that is community-informed, inclusive, efficient, and effective.

System Partnerships

Trusted partners have been integral to Partner Community Health's establishment. As our relationship with existing partners matures, we also look forward to creating new partnerships that will support us in honouring lives and choices and delivering seamless care. Thank you to all the organizations that have partnered with us to date.



MPP Rudy Cuzzetto (Mississauga-Lakeshore) visited Camilla Care and donated six boxes of hospital grade disinfectant and cleaning products for the staff and residents to use.

From left to right: Wilson Manangan, Claudette Alexander-Rankine, Mira Memelli, MPP Rudy Cuzzetto and Diane Ratanprasad



**Building a
Diverse and
Inclusive
Workforce**



Recruitment Efforts

The past year has been a period of rapid growth for PCH, that has required the identification of critical leadership positions across the organization. While maintaining a strong operational workforce at Camilla Care, the PCH corporate team has grown to meet our strategic priorities.

Strategies that have contributed to a successful recruitment effort at Camilla Care include:

- Building a workforce and senior leadership team that is reflective of the diverse communities we serve.
- Hiring professionals that possess a diverse set of skills and experience from various parts of the health system including government, acute care, community care, long-term care and the broader not-for-profit sector.

- Leveraging the strong networks that exist on the senior leadership team and our growing reputation as a leading-edge, long-term care and community services organization to connect with potential hires.
- Building an online presence to establish our emerging identity as an employer of choice that places a high priority on diversity, equity and inclusion.

Over the coming months, PCH will grow its workforce significantly in preparation for the opening of Wellbrook Place. To support this recruitment effort, PCH is building a comprehensive recruitment plan to support the candidate sourcing, hiring and onboarding. To learn more, please visit: <https://partnerscommunityhealth.ca/wellbrook-place/>

Internationally Educated Healthcare Professionals

In partnership with CANES Community Care, PCH has taken steps to develop a program to provide internationally educated healthcare professionals (IEHPs) with work experience towards a pathway that will allow for eventual certification/licensure and stable employment. The program, which is currently under consideration for funding by Employment and Social Development Canada (ESDC) is aimed at:

- Supporting the recruitment and onboarding of IEHPs.
- Exploring ways to share administrative supports to train IEHPs.
- Allowing IEHPs to participate in skills training through work

placements in the LTC homes as well as in the community.

- Training mentors and supporting them in mentoring IEHPs throughout their work placements both in LTC and in the community.
- Sharing experiences and lessons learned from previous work placement programs (e.g. nursing co-op placements).

When fully operational, the program will help ease pressures on the broader Canadian healthcare system while providing IEHPs with invaluable work experience and reducing barriers to foreign credential recognition.

EDIAR Strategy

To support equitable care delivery and a diverse and inclusive workforce, PCH developed an Equity, Diversity, Inclusion and Anti-Racism (EDIAR) framework. PCH's programs, services and operating practices will be guided by the five pillars of this framework, which include:



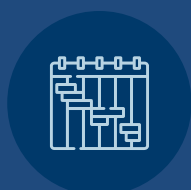
Data Collection, Analysis and Use

Using comprehensive data to measure and monitor equity within and across the organization to address identified inequities.



TeamPCH Engagement

Involving leadership, staff and our broader community in contributing to and shaping the equity, diversity, inclusivity and anti-racism work we are currently doing, and helping to inform the work we have ahead of us.



Program Planning with EDIAR Lens

Understanding how care is received by diverse communities and groups through our programs and services and identifying opportunities for specialized external partnerships through a comprehensive and holistic approach.



EDIAR Education and Training

Designing and delivering an education and training program that ensures people at every level of our organization have the skills, knowledge, and tools to create positive, inclusive, equitable experiences with each other and our clients, residents and community.



Structural Framework (Sustaining and Embedding EDIAR at PCH)

Guiding, enabling and sustaining an organizational culture focused on equity, diversity, inclusion and anti-racism, and to contribute to better outcomes for residents, patients, families and providers within the health system.

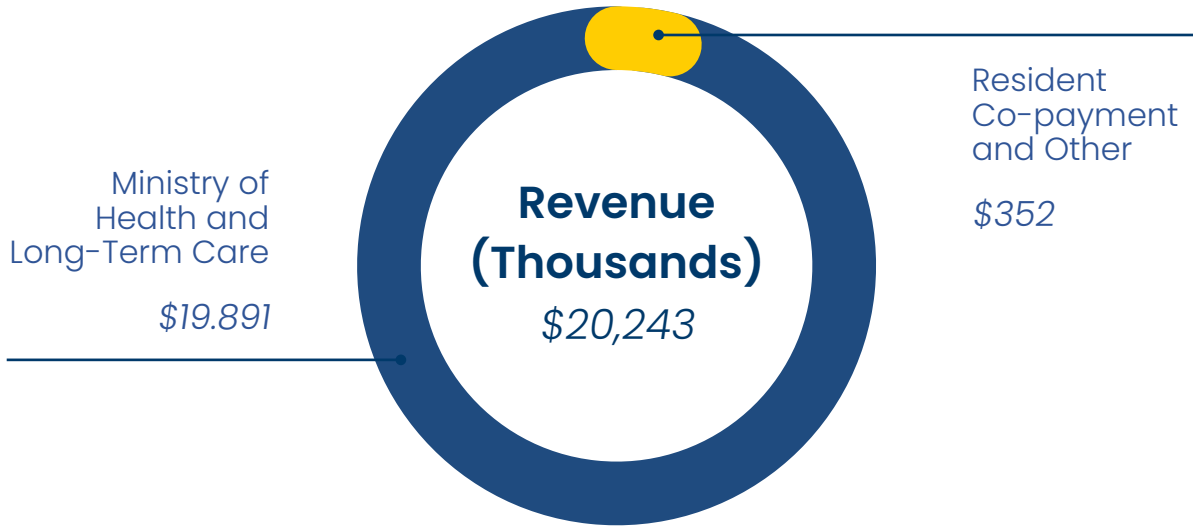
PCH's Board of Directors and leadership team have participated in EDIAR education and training and are committed to supporting an organization that is equitable, diverse, inclusive and offers a place of belonging to all people.



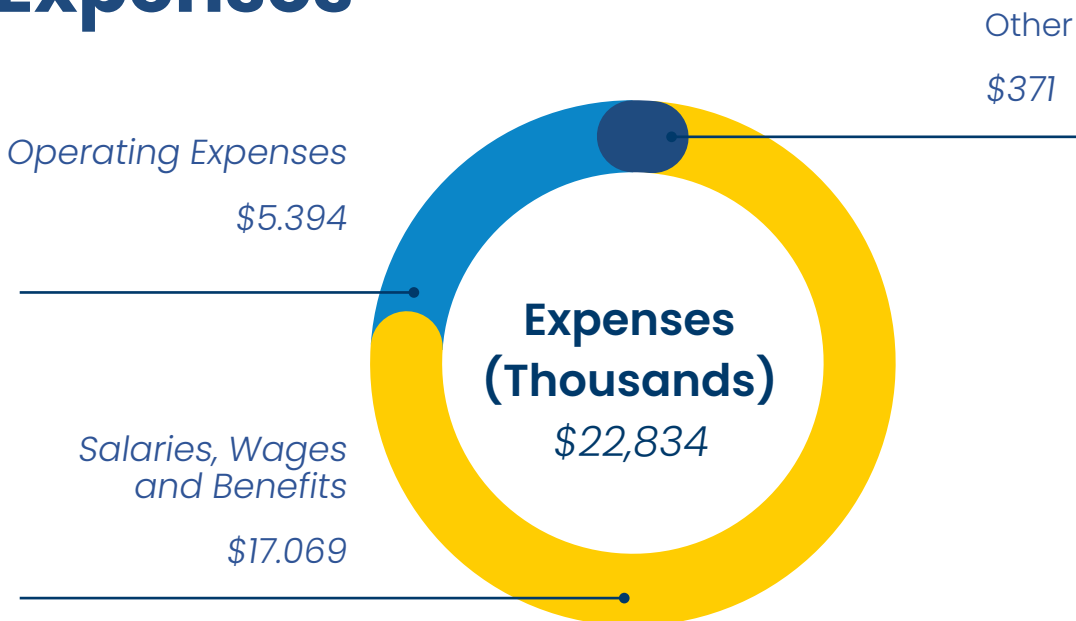
Operational Excellence and Sustainability

Partners Community Health ended 2022-23 with a \$2,592 (Thousands) operating deficit. The breakdown of revenues and expenses are illustrated below.

Revenues



Expenses



Please note that audited financial statements are available on the Partners Community Health website: www.partnerscommunityhealth.ca

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UNITY
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PCMH Partners
Community
Health





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partnerscommunityhealth.ca



Partners Community Health is a proud member of the Mississauga Ontario Health Team