



Trillium HealthWorks

Building a stronger community together

January 22, 2026



Today's Agenda

- 1** Who we are
- 2** How we are building the future of health care
- 3** Construction Updates
- 4** Q&A

Trillium Health Partners: Highest Quality Care for the Mississauga Region

We care for city residents at every stage of life.

- Three hospitals – **Credit Valley Hospital, Mississauga Hospital and Queensway Health Centre** – delivering seamless, people-centred care across a growing community.
- 14 specialized programs advancing innovation, quality, and outcomes, from cancer to cardiac to maternal-child care.
- Team THP leads in research, education, and system innovation, building a healthier, more connected community for all.



Trillium Health Partners (2024/25)

Annual Patient Visits

1.89 million

Births

8,971

#1 IN ONTARIO

Surgeries

69,632

#2 IN ONTARIO

Inpatient Admissions

71,919

Number of Emergency Visits Each Year

Compared to Toronto Area hospital networks

University Health Network

Sunnybrook Health Sciences

Sinai Health System

242,139

Combined (24/25)

227,237

Excluding UCC (24/25)

#1 IN ONTARIO

Trillium Health
Partners

Challenges facing health care



One of the fastest-growing populations



Aging buildings



Recruitment



People have more complex needs



Wait times



Growing social inequities



Waiting for long-term care

Over the next 20 years, no hospital in Ontario will need more services than Trillium Health Partners.

A Plan for Better Care, Better Health, Better Together

Our roadmap to improve access, experience, and outcomes across Mississauga.

What Matters Most to Our Community

Listening to patients, families, and partners across Mississauga

- **Seamless access to care** with shorter wait times and smoother transitions between services.
- **Care close to home** that is designed around people and communities.
- **Better experiences, together** by empowering patients and families as partners in care.



We have a plan to make sure we can care for you today

- 1 Growing our talented team of clinicians to care for you
- 2 Building more capacity for better access to care
- 3 Doing things differently



People-Centred Care for a Healthier Community

Community care that wraps around individuals, families, and neighbourhoods.

The Gilgan Family Queensway Health Centre

A modern, people-centred home for complex care and rehabilitation

- **9-storey, 600,000 sq. ft. facility with 350+ beds, 100 percent private rooms, and a completed parking structure.**
- Expands capacity and improves experience through a seamless, connected model of rehabilitation and complex care, while existing facilities remain open.
- Built to advance health equity, access and support a healthier community, with occupancy planned for 2029.



The Peter Gilgan Mississauga Hospital

A new kind of health care for a growing community

- **Canada's largest hospital redevelopment, with 22 storeys, 2.8M sq. ft., 950+ beds, 100 percent private rooms, and a new Emergency Department three times larger than today.**
- Expands capacity to cut wait times, reduce hallway care, and support seamless, people-centred care.
- Built for inclusive, equitable, accessible care, with operations beginning 2034.



Shah Family Hospital for Women and Children

Ontario's first purpose-built women's and children's hospital

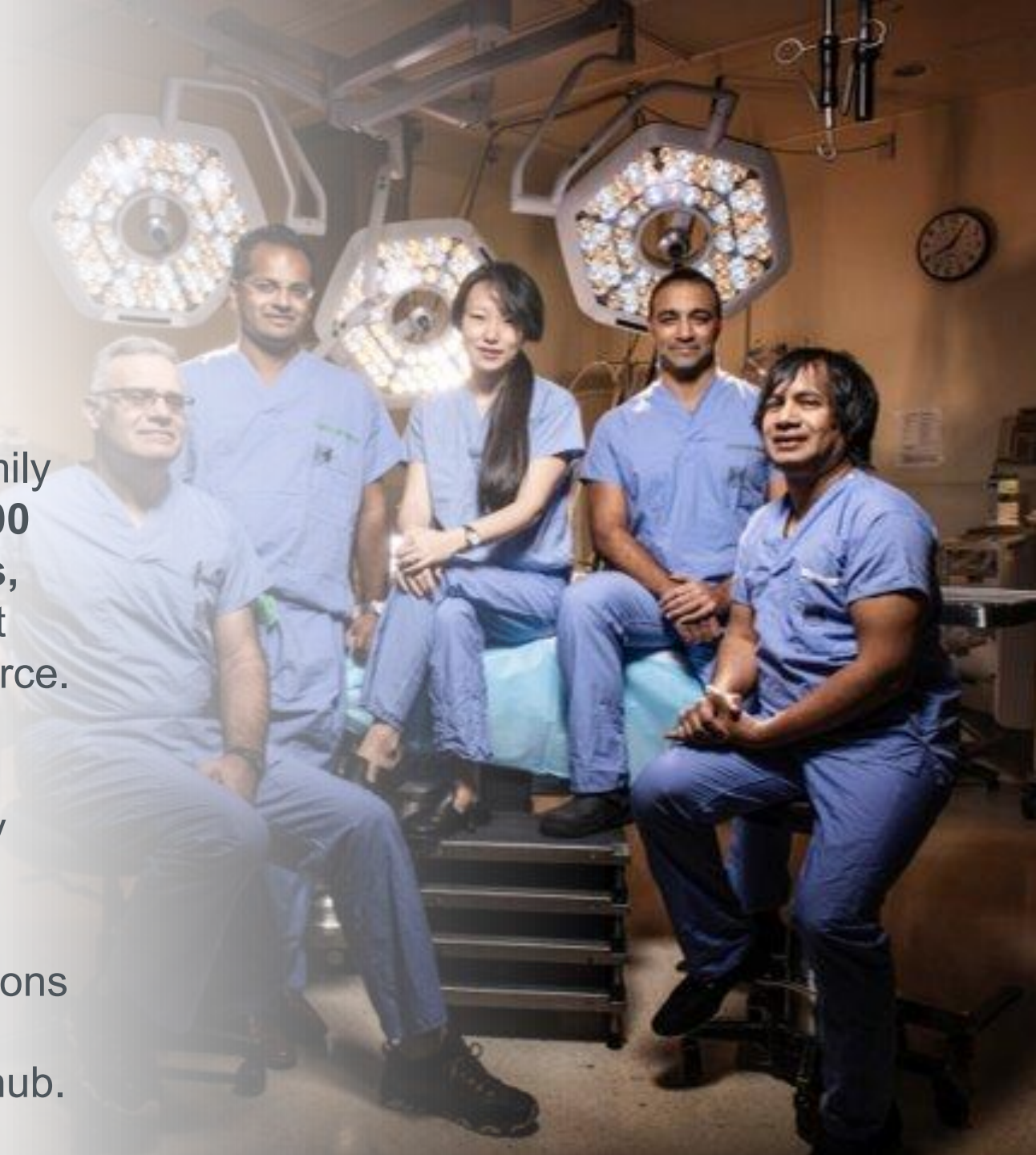
- Comprehensive, family-centred care including a **pediatric emergency zone, NICU couplet-care suites, and dedicated mental health beds for children and youth.**
- State-of-the-art surgical and specialty services that bring advanced care closer to home for Mississauga families.
- A hub for education, research, and innovation, strengthening partnerships across primary care and public health.



Economic Impact

Building hospitals and shaping Mississauga's future

- Construction of The Peter Gilgan Mississauga Hospital and The Gilgan Family Queensway Health Centre will attract **2,400 new health professionals, 400+ doctors, and 3,000 daily construction workers** at peak, strengthening Mississauga's workforce.
- These expansions will generate an additional **\$1 billion** for the local economy over the next 10 years.
- Beyond expanding care, this growth positions THP for top talent, innovation, and investment, including a future innovation hub.



Building the Future of Health Care in Mississauga

A full-scale preview of tomorrow's patient experience

- **High-fidelity mock-up spaces** that show how next-generation care will look and feel.
- Co-designed with clinical and technical teams to optimize function, safety, and workflow.
- Built to deliver exceptional, people-centred care and seamless experiences for patients, families, and providers.



*Images from Trillium HealthWorks Experience Centre

Modern Facilities and Community Hubs that Expand Access

Building spaces that support seamless,
connected, digitally enabled care.




Construction Activities: Scale and Complexity

Delivering the largest hospital
build in Canadian history

- A highly complex build on an active hospital site along a major transit corridor, with excavation equal to 200 Olympic pools, 15 hockey rinks, and a depth similar to a 3-storey townhouse.
- Workforce will increase – with up to **3,000 workers** daily.
- Continuous construction with overlapping stages, multiple shifts, and 24/7 on-site security to maintain safety and smooth operations.



Construction Stages

 Stage 1 – Foundation to Grade (Began Spring 2025)	 Stage 2 – Superstructure to Level 11	 Stage 3 – Superstructure, Interior and Remaining Work
<p>Key Activities: Excavation, shoring, and concrete foundations.</p> <p>Early/Late Work (5:30–7:00 a.m. and 5:00–7:00 p.m.):</p> <ul style="list-style-type: none"> • Crews and equipment arriving and setting up. • Excavators, dump trucks, mobile cranes, forklifts, and concrete pump trucks in use. • Concrete placement and finishing may extend slightly past 7:00 p.m. 	<p>Key Activities: Structural framing, reinforcing steel and concrete, exterior envelope, and early mechanical/electrical work.</p> <p>Early/Late Work (5:30–7:00 a.m. and 5:00–11:00 p.m.):</p> <ul style="list-style-type: none"> • Workers and equipment arriving and staging. • Tower cranes, hoisting equipment, mobile cranes, forklifts, and concrete pump trucks active. • Exterior precast installation. • Reinforcing steel, concrete placement, and finishing (may extend past 11:00 p.m.). • Waste removal and hoisting activities. 	<p>Key Activities: Completion of structure, exterior envelope, mechanical/electrical systems, and all interior finishing.</p> <p>Early/Late Work (5:00–7:00 a.m. and 5:00–11:00 p.m.):</p> <ul style="list-style-type: none"> • Workers and equipment assembling for start of work. • Tower cranes, hoisting equipment, mobile cranes, forklifts, and concrete pump trucks active. • Exterior precast installation. • Reinforcing steel, concrete placement, and finishing (may extend beyond 11:00 p.m. if required). • Waste removal and hoisting activities.

New Mississauga Hospital Site Plan



Current Construction Site



EllisDon PCL CONSTRUCTION



EllisDon PCL CONSTRUCTION

Current Construction Site



Managing Increased Construction Traffic

A coordinated approach to keep traffic safe

- Canada's largest hospital expansion requires precisely timed truck flow on major arterial roads.
- A dedicated transportation and safety team, working with City and Regional partners, coordinates routes and timing, site access, and real-time adjustments.
- Key strategies: a Queensway truck waiting area, real-time dispatching, staggered deliveries, worker bussing, and continuous monitoring to reduce congestion and disruptions for neighbours and commuters.

New Truck Waiting Area on Queensway West

Reducing congestion and improving safety during construction

- A new truck waiting area on the south side of Queensway West **can hold up to 75 trucks**, with barriers and flag-person support to keep pedestrians, cyclists, and traffic safely separated.
- This keeps trucks off neighbourhood streets, reduces congestion, and requires the majority of engines to be off while waiting. If the area is full, trucks remain off-site until space is available, preventing on-street queuing. Access to Gordon Dr., Stillmeadow Rd., and Stavebank Rd., remains open.
- Construction began in August and completed in December with traffic returned to normal and no lane closures.



Overview of Traffic Routes for Stage 1



Minimizing traffic impacts

- Routes are on major arterial roads with direct QEW access, avoiding neighbourhood streets; primary route currently in use: **Hwy 403** → **Mavis** → **Queensway, exit via Hurontario**.
- A 2024 study confirmed the roadways can handle peak construction traffic with minimal delays.
 - At peak construction: **400–600 vehicles per day**; outside peak: **150–300 vehicles per day**.
 - Currently, the road carries 874 vehicles in the AM peak hour and 596 in the PM peak hour. Peak construction adds 53 trucks in AM (6%) and 19 in PM (3%), **increasing average travel times by only ~3 seconds**.
- A Worker Transit Hub will manage drop-off and pick-up from off-site locations to reduce parking pressure and neighbourhood traffic.



Noise Mitigation Plan

Reducing disruptions for patients, staff, and neighbours

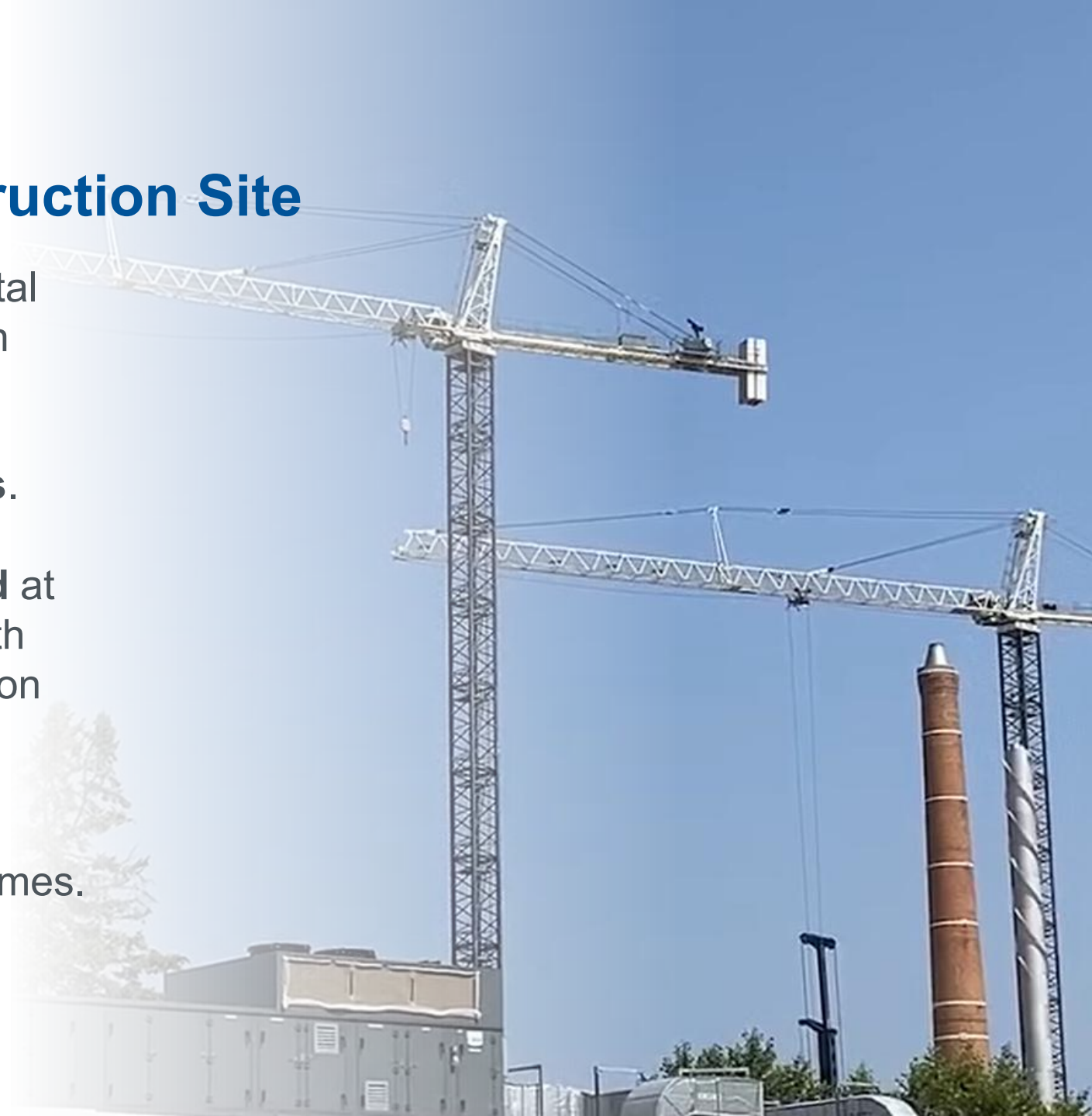
- A comprehensive plan manages noise, traffic, and delivery timing by using quieter equipment, daytime scheduling for higher-impact work, and a sound wall along the truck waiting area.
- Continuous monitoring to mitigate noise where possible, supported by strict no-idling and on-site safety controls.
- If conditions change, THP and ED+PCL will reassess and adjust mitigation measures.

Safety along Sound Wall and Truck Waiting Area

- **Sound Wall improvements:** Angled sections of the wall were removed to improve driver visibility following feedback. Additional lighting and new viewing portholes will improve visibility without increasing noise. Upgrades will be complete by early 2026, with continued monitoring.
- **Traffic and truck safety:** Construction drivers must follow approved routes and safe driving standards. Enforcement on public roads is handled by the City and Police.
- **Restoration and long-term condition:** Roads, sidewalks, bike lanes, and green spaces will be fully restored to municipal requirements once construction ends, and temporary measures will be removed.
- **Safe access and compliance:** Access/exits points will be staffed to ensure safety and enforce compliance.

Look Ahead: Arrival of Cranes at Construction Site

- The Peter Gilgan Mississauga Hospital and Shah Family Hospital for Women and Children is being built by skilled tradespeople using **specialized equipment, including tower cranes.**
- **Seven tower cranes will be erected** at the construction site by Fall 2026, with the first crane scheduled for installation by February 2026.
- **Crane lighting will be on timers** to minimise impacts to neighbouring homes.



Look Ahead: Upcoming Site Activity

Excavation Underway

- Site spans 250,000 sq ft (≈15 hockey rinks)
- Excavation to 11 m deep, removing 470,000 m³ of soil

Truck Activity

- More trucks on site for concrete and steel deliveries
- Trucks will use designated waiting area

Site Access Updates

- Main Entrance: reopened with two-way access as well as a designated pick-up/drop-off area
- Lower Pick-Up/Drop-Off: one-way access restored
- Bronte College Court: access to parking garage only until Fall 2026

Hurontario St & Bronte College Ct Impacts (Metrolinx)

- Lane impacts in late winter/early spring to accommodate track work & guide wire installation



Our Commitment to Engagement

Open, transparent communication with patients, families, staff, neighbours, and the City of Mississauga, delivered in partnership with EllisDon and PCL.

- Respectful outreach to nearby residents, businesses, and resident associations.
- Clear communications protocol with timely, thoughtful responses.
- Continuous improvement based on community feedback.

How We're Engaging

Community Contact Line

 416-594-2157 |  ask@thp.ca

Project Information & Updates

- TrilliumHealthWorks.ca
- Dedicated webpage for regular updates

Community Engagement

- Engagement sessions for residents and local businesses
- Ongoing coordination with the City to manage impacts

Stay Involved

- Interested in providing feedback on a future Trillium Health Partners e-newsletter?
- Contact: Jacquie.Clancy@thp.ca



Get Involved

- Learn more: TrilliumHealthWorks.ca
- Work with us: THPCareers.ca
- Volunteer at THP: THP.ca/volunteers
- Become a Patient Partner: patientfamilypartners@thp.ca
- Support our hospitals: foundation@thp.ca

Scan to join our mailing list:



Q&A

OUR VISION

A NEW KIND OF HEALTH CARE FOR A HEALTHIER COMMUNITY

OUR PRIORITIES

Inspire and invest
in a diverse
Team THP

Deliver the
highest
quality
care

Shape a
healthier
community
for all

Partner for a
seamless
health system

OUR GOALS

- Population Health
- Health Equity
- Patient & Caregiver Experience
- Team Experience
- Value

OUR MISSION

With our values of **compassion**, **excellence** and **courage**, we improve care, elevate health, and help communities thrive

BETTER CARE. BETTER HEALTH. BETTER TOGETHER.

