We heard your input
And we’re creating a plan to rebuild Hamilton Health Sciences
Learn what it means for you
Planning for the next 20 years:
Message from Rob MacIsaac and Norm Col

Hamilton Health Sciences (HHS) has an ambitious vision for the future of our hospital system. We’re looking 20 years ahead at the health services our communities will need and the facilities we’ll have to build to provide you with the best care.

We’ve heard input from more than 2,000 community members and we’ve asked hundreds of our employees and doctors for their best thinking, too. Together, we’ve started to imagine what that future could look like for the health care provided in our region by HHS. You’ve also helped us generate important ideas that we’re working to implement right away to enhance our role in the community. This report provides an overview of our thinking and next steps.

It takes many years to plan and build new hospitals and we have just started the process. We will continue to consult the community and our workforce as we move ahead. Thank you to everyone who has participated so far. We look forward to keeping the conversation going.

Rob MacIsaac
President & CEO
Hamilton Health Sciences

Norm Col
Chair
Board of Directors
Our vision in summary

- We’ll grow by 50% in new facilities, and also provide new ways for you to access hospital services closer to where you live.
- We’ll have an ongoing relationship with patients and families so we can think ahead about what you will need from us and serve you better.
- We will offer you more information and support to help you understand and make decisions about your health.
- We’ll work with community partners throughout our region to address the root causes of poor health.
- We’ll build partnerships with family doctors and community service providers to create a true network of supports for you.
- We’ll create more clinics in more places, providing care that doesn’t need to be in a large hospital.
- We’ll attract the world’s best talent to deliver care to you and educate the next generation of health care workers.
- We’ll create new jobs in our region in healthcare services, information technology, research, teaching, facility maintenance and other fields.
- We’ll rebuild our old facilities, and create new ones for the specialized care of children and seniors.
What is the *Our Healthy Future* vision?

The vision we have created is the start of a multi-year process to reimagine the care and facilities of Hamilton Health Sciences over the next 20 years. It looks at how we will meet the future healthcare needs of our region, and the changes we’ll need to make to our buildings as we grow.

Why are you doing this now?

Hamilton Health Sciences has several aging facilities that need to be updated to serve you better. The final stage in our last development plan was completed in late 2015 with the opening of the Ron Joyce Children’s Health Centre. Now, we need a new plan for the next generation.

Why plan 20 years ahead?

Hospitals take 10 years or more to design and build, so the Government of Ontario requires a long-range plan for all large hospital construction projects. We have to show how all of our HHS services and facilities will work together to meet the healthcare needs of our region over the next 20 years.

I played an active role in the planning and design process of our new home in the Ron Joyce Children’s Health Centre. It’s inspiring to have a professional space that compliments the quality of care provided by this program.

*Brad Haardeng*
Clinical Manager, Prosthetics and Orthotics

Wouldn’t it be awesome if the health care system was focused on “health” instead of fixing things? Helping people to stay healthy could go a long way to help people stay out of the hospital.

*Jayne Hall*
Physiotherapist, Hamilton Regional Rehabilitation Centre
When will change happen?

It took 27 years to complete all of the projects outlined in our last development plan. We expect it to take just as long to complete the projects envisioned for this plan. It will take more than five years before any big construction projects can be started. We still need many approvals before this can happen.

What happens next?

We are at the beginning of a process with five stages. The vision outlined in this document is the start of stage one. This fall we’ll share the first part of our vision with the LHIN and the Government of Ontario. Then we will start working on the second part of stage one that will include cost estimates, priorities and timelines for our vision to take shape. This next stage will take another year or more to complete.

Can I still provide input?

Absolutely. This is the start of a conversation about change. We have a long way to go in the planning process and HHS will be creating more opportunities to seek additional input from our community and workforce on the ideas presented in this document. See the back cover for ways to provide your input now.

I am a critical care physician at HHS. As part of the intensive care unit (ICU), I work with an interdisciplinary team to provide life-sustaining therapies to patients when and where they need it most.

I hope that at HHS we can integrate new and emerging technologies to provide care that not only saves lives, but engages and enhances the dignity of the patients and families we serve.

Dr. Simon Oczkowski
Critical Care Physician, Hamilton Health Sciences

When my husband broke his foot, the care received in the Fracture Clinic was phenomenal, from the volunteers to the physician. While it wasn’t a life-threatening situation we were made to feel that his health and healing were of upmost importance… It is the people that make the difference.

Janice Shearer
Development Coordinator, YWCA Hamilton

#FacesofOHF
Rebuilding how we provide care

What needs to change

- We need to collaborate with patients and their families before, during and after their hospital visit.
- We need to identify patients at risk before they have a health crisis and end up in a hospital.
- We need to preserve precious hospital resources for people who need them most.

What we are proposing

- We will make the relationship between HHS and our patients ongoing, so patients will not have to retell their story with each hospital visit.
- We will make patients and their families essential members of the care team, helping design their care and transitions.
- We will continue to re-organize our programs and services around patient pathways – the routes patients normally follow as they receive different types of care.
- We will identify people with complex and multiple health conditions and help them manage their conditions and avoid the need for hospital care. This is called a population health approach.
- We will work with partners in the health system, including family doctors, to design a network of supports for patients.
- We will create new connections between the hospital, patients and families, including virtual access using online technology.

Carl has Chronic Obstructive Pulmonary Disorder (COPD) and didn’t fully understand how and when to take his medications. He ended up at the Emergency Department many times. Now he’s part of a program called Health Links, which sees HHS and its partners team up to provide care and support outside of the hospital. Carl receives home visits and has been taught how to better manage his condition. He’s doing fine at home and rarely goes to the Emergency. See his story at https://vimeo.com/156587933
Rebuilding where we provide care

What needs to change

▶ We need to bring outpatient services closer to the communities that need them most.
▶ Several HHS facilities must be updated to serve you better in the future.
▶ Our inpatient programs in Hamilton are spread across four locations, which does not always support a good patient experience or the best use of highly specialized equipment.

What we are proposing

▶ We will move services that could be offered safely and more conveniently outside the hospital into new HHS clinic settings, and do so based on the needs of local populations.
▶ We will grow our physical hospital space by 50 per cent to meet evolving standards for private rooms, accessibility and infection control.
▶ We will renovate outdated facilities at the Hamilton General Hospital and Juravinski Hospital, including new locations for the services currently housed at our St. Peter’s site.
▶ We will build a new Children’s & Women’s Hospital at the Hamilton General campus.
▶ We will rebuild West Lincoln Memorial Hospital with an emergency department, community medicine program, low-risk maternal and newborn care, and suites for short-stay surgery.

Erin O’Neil: “As a type 1 diabetic, many of my appointments are simple check-ins with dieticians, nurses and specialists. It would be more convenient to do some of this care remotely – say by text or video appointment – and maintain an annual appointment for a physical check-up. I don’t feel it’s necessary to be treated within the four walls of a hospital, or even within the four walls of a clinic.”
Engaging our communities in the hospital system of the future

We heard from more than 2,000 community members both online and at 14 events held in Hamilton and West Niagara.

We started by asking people what they value most from their healthcare. Five themes clearly emerged:

1. A high-quality experience
2. Having their family and caregivers involved
3. Having someone to advocate for them
4. Assistance navigating the health system
5. Feeling respected
Community service organizations

Focus groups were held with staff, clients and volunteers from:

- AbleLiving
- YMCA of Hamilton/Burlington/Brantford
- Catholic Family Services
- YWCA Hamilton
- Hamilton Roundtable for Poverty Reduction
- Centre de Santé Communautaire Hamilton/Niagara
- Immigrants Working Centre
- North Hamilton and Hamilton Urban Core Community Health Centres
- Hamilton Hive (young professionals)
- De dwa da dehs nye>s Aboriginal Health Centre and Hamilton Regional Indian Centre

Our Healthy Future Summit for community organizations and health partners was held March 1, 2016 to share and gain feedback on HHS’ emerging vision. Strong support was expressed for the direction HHS is moving in.
Our staff and doctors

More than 200 Hamilton Health Sciences staff and physicians were part of five *Our Healthy Future* working groups, which looked at trends, data and best practices to come up with recommendations for specific clinical program areas.

Our staff also participated in engagement sessions, town hall meetings and coffee chat evenings about the project.

#FacesofOHF

This social media campaign asked HHS staff, community partners and the general public for their thoughts on health care, and what would make the hospital system better. See the Faces of OHF profiles at [www.OurHealthyFuture.ca](http://www.OurHealthyFuture.ca).

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Dr. Anthony Crocco – Emergency Pediatrician, McMaster Children’s Hospital
Engagement to date

24 Community engagement events led, including focus groups, meetings and workshops
500 HHS leaders engaged through leadership forum, webinars and presentations
6 Town Council presentations in Hamilton and West Niagara
546 Community survey responses with 254 recommendations
8 Community events attended including fairs and markets
32 Partner organizations participated in a synthesis workshop and community summit
210 Online discussion forum participants submitted 114 ideas
240 Staff events across all sites including staff conversations and outreach sessions, town halls and coffee talks
3,251 VIDEO VIEWS
3 Progress reports + 1 Clinical Vision Summary PUBLISHED
563 Social media interactions with #FacesofOHF campaign
160 Staff & physicians participated in 5 Patient-Centered Working Groups
Would you like to know more about Hamilton Health Sciences’ long-range planning?

- Visit www.OurHealthyFuture.ca
- Ask a question or make a comment at ourhealthyfuture@hhsc.ca
- Send a letter to the Public Relations & Communications Department:
  Hamilton Health Sciences, 1200 Main St West,
  Room 1K, Hamilton, ON L8N 3Z5