



the hospital we are



We are HHS

Hamilton Health Sciences (HHS) has endless stories to tell – from the daily miracles that happen in patient care, to the ground-breaking advancements uncovered through research, to the “aha” moments achieved in training tomorrow’s generation of health care leaders. We’re changing lives every day.

This report looks beyond what we’re doing today and captures the transformative moves we are making to reshape HHS. It’s not just about the hospital we are now, but the hospital we’re building together for the future.

We’re very proud of our people and the work done at HHS to deliver exceptional care to people within three Local Health Integration Networks and in some cases, to the whole province.

We also know that we have big challenges to confront, due to changing demographics and health care needs, as well as our own aging facilities and equipment. The initiatives you will read about in this report are, in part, our response to those challenges.

We have a bold vision of the future, one that everyone at HHS – staff, volunteers, physicians – has a part in achieving. We are also forging closer relationships with our community partners, because we know that meeting our challenges will require a team effort.

Together, we’re reshaping HHS for the future. Thank you for your part in it.



Rob MacIsaac
President and CEO



Norm Col
Chair, Board of Directors

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**we are
creating 13,000
problem-solvers**



**we are keeping
people healthy**



**we are re-shaping
our hospitals**



**we are pushing
the boundaries
of innovation**



we are creating 13,000 problem-solvers

Front line decision-making is taking over at Hamilton Health Sciences.

The problems and challenges confronting us in health care today are too big and too complex for top-down solutions. We need the collective wisdom of our 13,000+-strong workforce to find solutions to these big problems.

Continuous Quality Improvement (CQI) is really about changing culture. It is HHS's new way of empowering and equipping our frontline staff to make improvements to their work environment and to patient care on a daily basis.

From the bedside to the executive level, we are transforming the way we manage, learn and grow as an organization. Staff on the front lines are empowered to make change on their units. In turn, managers and leaders are evolving from supervisors to coaches and facilitators.



now

- As of spring 2017 we have implemented CQI in 18 units, both clinical and non-clinical, which means a significant portion of our staff and physicians are currently changing the way they work, every day.
- We've documented more than 500 improvements since January 2016.
- Every one of those improvements means we are delivering a better patient experience and making better use of our resources.

what's ahead?

A total of 40 units, both clinical and non-clinical, will have launched CQI by early 2019.



we are keeping people healthy

Hamilton Health Sciences is forging a new relationship with the people we serve – one that is less transactional and more ongoing. And it's bringing to life the old saying that an ounce of prevention is worth a pound of cure.

The root causes of poor health are often socioeconomic and lifestyle factors. HHS is adopting a population health approach to address these root causes and help people better manage their health. To do this, we're working closely with community-based health and social service providers.

now

We're already providing population health-based support to selected patients through a successful program called Health Links. With more than 700 patients served to date through Health Links, outcomes show Emergency Department visits by these patients are reduced by almost 23 per cent, length of stay dropped by 47 per cent and the 30-day readmission rate dropped by 54 per cent.



what's ahead?

Our new relationship with patients is being driven by investments in technology through our multi-year Digital Health Plan, including:

- Using Big Data to support population health by identifying patients at risk for future poor health
- Developing a patient portal that allows people to book their own appointments and access their medical records
- Upgrading our information-sharing technology so people don't have to supply the same information multiple times – once a person has received care here, we will know who they are
- Keeping in touch by sending personalized health information to people after they have left HHS, so they will have the knowledge they need to better manage their own health
- Exploring "virtual care" that people can access wherever they are



we are re-shaping our hospitals

Hamilton Health Sciences is the only Ontario hospital providing specialty care across the entire human lifespan – from pre-birth to end-of-life – with renowned programs in cardiac and vascular care, neurosurgery, stroke, cancer care, rehabilitation, pediatrics, burns and trauma.

what's ahead?

now

We're both a community hospital and regional referral centre operating five hospital sites: McMaster University Medical Centre (home to McMaster Children's Hospital, women's health and adult outpatient care), Hamilton General Hospital, Juravinski Hospital and Cancer Centre, St. Peter's Hospital and West Lincoln Memorial Hospital.

We're in a multi-year process to plan for the care we'll provide and the facilities we'll need over the next 20 years. This initiative is called *Our Healthy Future* (www.OurHealthyFuture.ca).

We need to grow our hospital space by 50 per cent to meet the needs of a growing regional population and modern standards of care. We foresee two major HHS acute care sites in Hamilton – one at Hamilton General site and the other at the Juravinski site – to provide a better patient experience and more efficient use of resources.

Over the next 20 years we want to:

- Move the programs located at St. Peter's Hospital to the Juravinski site and redevelop the old sections of the Juravinski Hospital
- Build a new children's and women's hospital at the General site and redevelop the General Hospital
- Rebuild West Lincoln Memorial Hospital
- Provide non-acute care at community locations wherever possible



we are pushing the boundaries of innovation

Hamilton Health Sciences has been ranked as one of Canada's top research hospitals for five years running (Research Infosource, 2016). We're the anchor of an emerging health care innovation hub in our region, leading change that results in better patient care.

now

In late spring 2017, we officially launched the HHS Innovation Exchange in downtown Hamilton, in partnership with IBM Canada. Together, we've created a platform for researchers, clinicians, and entrepreneurs to combine their expertise to develop real solutions to health care problems, in our community and beyond.

what's ahead?

Our experts are combining research and innovation to explore how technology can be used to address global health issues.

SMaRTVIEW is one example, and it aims to solve a worldwide problem: that too many patients develop complications after having cardiac and vascular surgery. SMaRTVIEW is using specially-designed technology to monitor the vital signs of patients after surgery and alert their care team to any signs that their condition may be worsening. For one month after they've gone home, patients remain connected to their hospital team using a remote, wearable monitoring system and daily virtual check-ins using a tablet device.



we are a health care hub

in our region:

DESIGNATED
STROKE CENTRE



LARGEST WORKFORCE,
WITH 15,000+ STAFF,
PHYSICIANS AND VOLUNTEERS



in our province:

HIGHEST NUMBER OF
CARDIAC SURGERIES



FASTEST-GROWING
CHILDREN'S HOSPITAL



ONE OF TWO BURN
TREATMENT CENTRES



ONE OF THREE MAJOR
STEM CELL TRANSPLANT CENTRES



in canada:

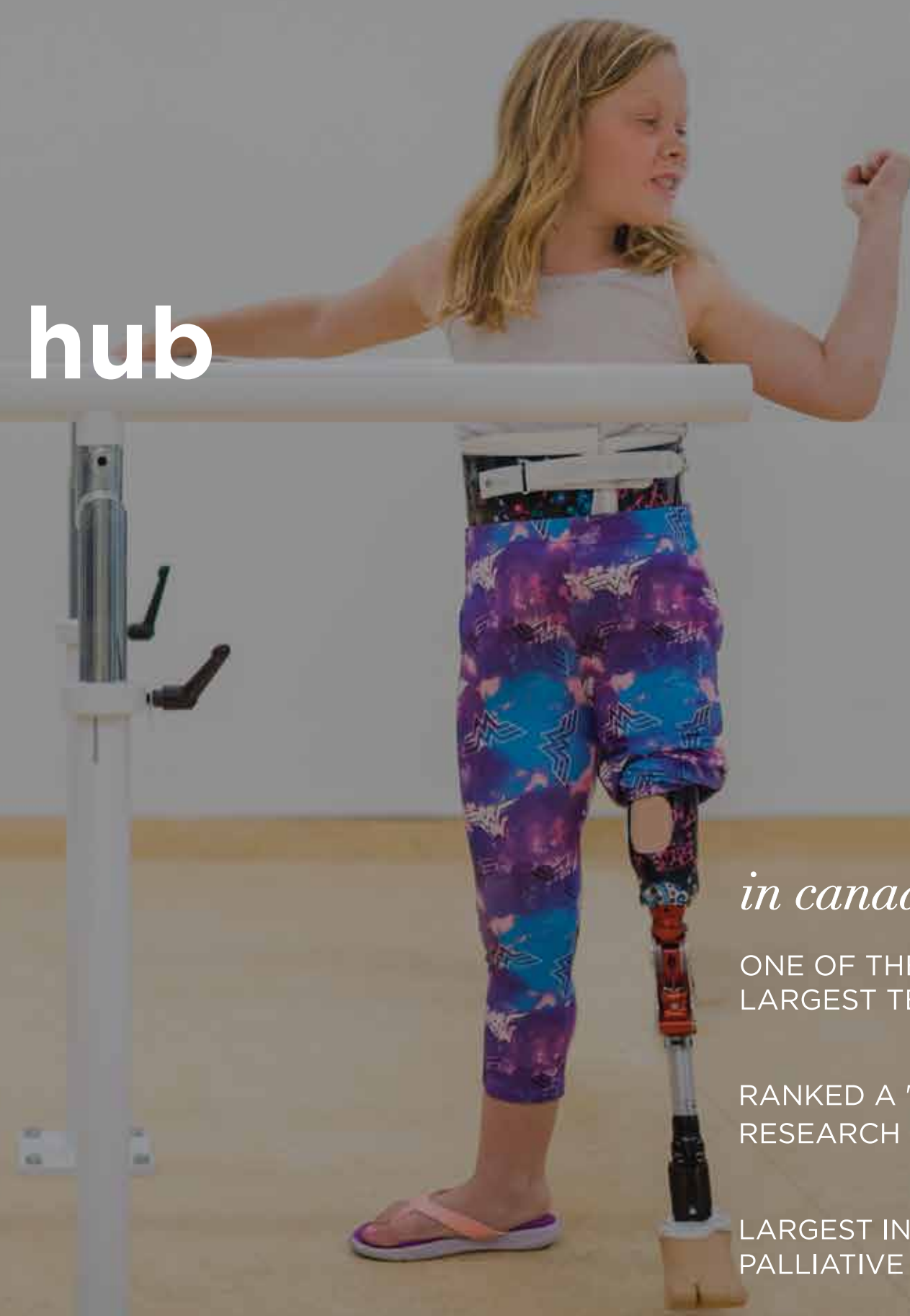
ONE OF THE
LARGEST TEACHING HOSPITALS



RANKED A 'TOP FIVE'
RESEARCH HOSPITAL



LARGEST INPATIENT
PALLIATIVE CARE UNIT



we are continuously improving

WE REDUCED CODE BLUES IN OUR HOSPITALS BY 87% - WE'RE AIMING FOR ZERO



IMPLEMENTING LEADING-EDGE TECHNOLOGY TO HELP ELIMINATE MEDICATION ERRORS



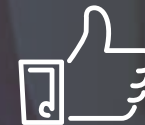
INVESTING IN DIGITAL HEALTH SOLUTIONS TO CREATE A MORE CONNECTED HEALTH CARE COMMUNITY



INVITING MORE PATIENTS TO THE TABLE TO IMPROVE CARE TOGETHER



USING SOCIAL AND DIGITAL MEDIA TO PROMOTE HEALTH IN OUR COMMUNITY AND BEYOND



PLANNING A NEW FUTURE FOR HEALTH CARE IN HAMILTON AND WEST NIAGARA



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There's more to our story

For more information and summarized
financial statements, visit
www.hamiltonhealthsciences.ca/2017report

