



**Best
Care
for All**

A WELCOME MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CEO

It has been another exciting year for Hamilton Health Sciences (HHS), with great progress made in achieving the goals and objectives set out in our Strategic Plan.

Our four strategic goals of Patients, People, Sustainability, and Research, Innovation and Learning, are the keys to realizing our vision of Best Care for All.

We're proud to share with you some of the achievements that are making our vision a reality.

Over the past year, we have worked intensively on our 20-year clinical visioning process, known as *Our Healthy Future*. With extensive consultation and engagement from our staff, physicians, partners and community members, we are reimagining our hospital system based on the needs of the people we serve.

Last fall we celebrated the opening of the new Ron Joyce Children's Health Centre, the only centre of its kind in Canada. Our clinical teams have always delivered exceptional care, regardless of their location, but this purpose-built facility enhances service quality and provides an outstanding experience for our young patients and families.

We're also proud of our staff and physicians for receiving our second consecutive "Exemplary Standing" ranking by Accreditation Canada. This is the gold standard in health care. That we have some of Canada's top healthcare professionals right here in Hamilton is a point of pride for our entire community.

We hope you enjoy reading more about the work we're doing to advance our strategic goals.

Thank you as always to our many supporters who help us provide excellent health care for the people and communities we serve. We are extremely proud of the work we have done and look forward to another amazing year at Hamilton Health Sciences.



A blue ink signature of Rob MacIsaac, written in a cursive style.

Rob MacIsaac
President and CEO



A blue ink signature of Norm Col, written in a cursive style.

Norm Col
Chair, Board of Directors



PATIENTS

Provide an excellent patient and family experience every time



PEOPLE

Engage, empower, and enable our people to deliver on our mission



SUSTAINABILITY

Meet the healthcare needs of the communities we serve now and in the future



RESEARCH, INNOVATION & LEARNING

Lead in research, innovation and learning for the benefit of our community and the world





Patients



*“The care here is a gift –
it is so thoughtful, so seamless”*

BEST CARE IS...

Delivering Compassionate Care at All Stages of a Patient’s Journey

Evan, who travels more than 100 kilometers weekly to McMaster Children’s Hospital (MCH) for chemotherapy, starts every journey with a simple question for his mom Maggie, “Is Nate going to be there today?”

Nate is a child life specialist and his mission is to help Evan and his family cope with the fear and anxiety of treatment and to understand what comes with his care. That’s why, in a busy room of colourful artwork and toys, you will find Nate and Evan playing with Thomas the Tank Engine, and at the same time, talking about Nate’s treatment through “medical play.”

For Evan, who understands he is a “special kind of sick,” his friendship with Nate began during his weekly clinic visits after an initial two-month hospital stay. At the cancer clinic, Nate became a “source of comfort at a time when there were a lot of unknowns and our anxiety as a family was high,” says Maggie.

Now, with six months of treatment left for Evan, Maggie can’t say enough about the quality of care at MCH. “It’s our home outside of home,” says Maggie. “It’s a whole community that is invested in the future of your little one,” she adds.

To learn more, visit HHSshare.ca.



Successfully Launching Our Continuous Quality Improvement Model Cells

Hamilton Health Sciences developed a management system based on the business performance system at ThedaCare Health System in Wisconsin. This system introduces processes and tools to ensure those closest to the work are empowered to improve it. It also helps people understand the relationship between their local work and the big picture. Our goal is to create our own way of doing our day-to-day work, from the executive level to the bedside, so that all efforts are aligned to achieve our strategic goals and vision of Best Care for All.

The Continuous Quality Improvement - Management System (CQI-MS) is the strategic initiative designed to roll out these processes, tools and training to units across the organization.

The process starts with creating an environment for frontline staff to imagine innovative ways of delivering improvements to the way we provide care. We have learned staff must be given time and space to do this work; they can't effectively manage this on top of their other priorities as healthcare providers.

We deployed this approach by introducing two Model Cell units - Hamilton General Hospital emergency department and McMaster Children's Hospital Pediatric Inpatient Unit. Both units implemented processes and tools for the day-to-day work in each of their areas.



Visit Any Time

In response to patient and visitor feedback, family and friends can now visit patients at any Hamilton Health Sciences hospital at any time, based on patient preference and their care needs.

We started a pilot project to explore open visiting hours and the role that families play in improving the patient experience. The pilot began in November 2014 at both the General and Juravinski sites. Based on the pilot's success, open visiting hours are now offered in all units at all sites.



People



“We want our staff to be empowered to provide their full scope of expertise and training.”

BEST CARE IS...

Using Innovative, High-tech Solutions to Prevent Serious Infections

Sepsis is a potentially deadly complication of infection. It triggers inflammation throughout the body, which can cause organs to fail. If it progresses to septic shock, blood pressure can drop to fatal levels.

Hamilton Health Sciences' Sepsis Simulation Education Project and the Hamilton Early Warning Score (HEWS) are aimed at improving teamwork in the early detection and prevention of sepsis.

“We want all patients to leave one of our hospitals knowing they were well looked after and were always in the best of caring hands,” says Dr. Alison Fox-Robichaud, site lead, cardiac surgical intensive care unit at Hamilton General Hospital, and critical care medicine specialist.

The project focuses on simulation training using a high fidelity mannequin that mimics the real-life symptoms of early sepsis. In a realistic setting, the care team has to identify symptoms and react quickly. Following the simulation, Dr. Fox-Robichaud and the team discuss how to implement this training within their program.

The HEWS score looks at vital signs such as heart rate, respiratory rate, blood pressure and level of consciousness. Based on a patient's score, members of the care team know what actions need to be taken and can quickly escalate the level of care.

“One of the most important benefits of a standardized tool like HEWS is that all care providers can assess a patient using a common language,” adds Dr. Fox-Robichaud. “When reporting the HEWS score, every member of the patient's care team has a clear understanding of the patient's status and can react immediately to even the slightest change to prevent further decline.”

To read more, visit HHSshare.ca.



Achieving the Gold Standard in Health Care



Our highly talented people were once again recognized by Accreditation Canada for the excellent services and care they provide each day in our hospitals and clinics. For the second consecutive time, HHS has achieved Accreditation with Exemplary Standing.

We have some of Canada's top healthcare professionals right here in Hamilton. It's the reason we were one of the first hospitals in Canada to achieve this new ranking by Accreditation Canada in 2012, and why we earned this gold standard in health care once again.

Accreditation Canada also awarded HHS for seven "leading practices," recognizing some of our innovative initiatives including: the Hamilton Early Warning Score, promoting compassion, resilience and engagement through mindfulness interventions, and our augmentative and alternative communication service in the intensive care unit.

To learn more, visit HHSshare.ca.



Centre for People Development

As individuals and teams in health care, we are called upon every day to deliver outstanding care in a compassionate way. An enabler of this is our commitment to lifelong learning.

The official launch of Hamilton Health Sciences' Centre for People Development (CFPD) in May 2015 demonstrates this commitment by helping our people be their absolute best for our patients.

The CFPD nurtures and supports the growth of our people, both personally and professionally, as we meet the emerging challenges in health care today and into the future.

We provide learning experiences that bring global ideas, best practices and evidence to our world in health care so that we can enhance our skills, expand our perspectives and knowledge, and nurture our spirits and compassion. By weaving skill, inquiry, compassion and knowledge together as individuals and teams, we continually strengthen our collective ability to deliver on our vision of Best Care for All.

Since its launch, more than 1,400 people have enrolled in CFPD programming. Visit centreforpeopledevelopment.ca.



Sustainability



BEST CARE IS...

Planning Our Healthy Future

Over the past year, we have been working on a vision for the future of Hamilton Health Sciences over the next five, 10 and 20 years.

This initiative is called *Our Healthy Future* and it's our biggest planning effort in decades. Using research, analysis and engagement with our staff, physicians, partners and the people who use our services, we've developed a series of recommendations for the future of HHS, and our role within our regional healthcare system.

Our vision for the future sees HHS growing by 50 per cent in new facilities, while also providing new clinics for our patients to receive care in more places in the community.

We will enhance our partnerships with community-based service providers to address the root causes of poor health in our region and create a true network of patient supports.

And we will organize all our services according to the health needs of our communities and neighbourhoods.

These recommendations and others will be submitted to the Hamilton Niagara Haldimand Brant Local Health Integration Network and the Government of Ontario. We expect 12-18 months of further planning before we have a formal redevelopment plan that is agreed to by these groups.

Throughout our planning process, we will continue to engage and consult staff, physicians, partners and community members.

To read a summary of our vision and learn more about *Our Healthy Future*, visit OurHealthyFuture.ca.



OUR ENGAGEMENT IN SUMMARY

24

Community engagement events led, including focus groups, meetings and workshops

2

Spectator op-eds by HHS President & CEO
ROB MACISAAC

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

7

Staff events across all sites including staff conversations and outreach sessions, town halls and coffee talks

32

Partner organizations participated in a synthesis workshop and community summit

240

Online discussion forum participants submitted **114** ideas

3,251

VIDEO VIEWS



Newsletter distribution

3

 Progress reports **+**

1

 Clinical Vision Summary
PUBLISHED

563

230,619

Social media interactions with #FacesOfOHF campaign



160

Staff & physicians participated in 5 Patient-Centered Working Groups



Research, Innovation & Learning



“As healthcare professionals, we know it’s important to help older adults stay healthy at home and function independently as long as possible.”

BEST CARE IS...

Looking at the Whole Person

“When you treat a 75-year-old who has fallen, you need to look at the whole person and the numerous other health issues they are dealing with,” says Dr. Alexandra Papaioannou, scientific director of the Geriatric Education Research in Aging Sciences (GERAS) centre at Hamilton Health Sciences and Professor of Medicine, McMaster University.

Located at St. Peter’s Hospital, the GERAS team focuses on frailty, falls and fractures, dementia and delirium, and end-of-life-care.

“The regions of Hamilton and Niagara have one of the largest and fastest growing seniors’ cohorts in Ontario,” says Dr. Papaioannou. “As healthcare professionals, we know it’s important to help older adults stay healthy longer so that they can maintain as much independence as possible at home or in another community setting such as long-term care.”

Recently, Dr. Papaioannou led the development of new guidelines to prevent fractures in residents at long-term care facilities. Published in the *Canadian Medical Association Journal*, the guidelines provide tips for preventing fractures and set out strategies regarding risk factors, nutrition, vitamin supplements, exercise, hip protectors and safety.

To learn more, visit [HHSshare.ca](https://www.hhsshare.ca).



IBM and Hamilton Health Sciences: Leading Hamilton to the World Stage of Health Innovation

Rising costs and service access are just some of the major challenges the healthcare sector faces in this region.

As part of a new partnership, IBM and Hamilton Health Sciences will apply advanced technology, clinical and research expertise in addition to health data to accelerate the development of new innovations. The goal? To find sustainable solutions that will improve health outcomes for patients both locally and globally.

A collaborative innovation centre based in downtown Hamilton will house staff from both organizations. Six initial projects are identified, including enhancement of HHS' existing decision support database and the Hamilton Early Warning Score, which monitors patients' vitals for subtle changes that point to a worsening condition.

To learn more, visit [HHSshare.ca](https://www.hhsshare.ca).



HHS Develops Partnership to Create Nursing Program

A unique new collaboration between Hamilton Health Sciences, Mohawk College and McMaster University is making it easier for registered practical nurses (RPNs) to upgrade their credentials to a Bachelor of Science in Nursing (BScN) through a program created exclusively for HHS employees.

“Our valued nursing staff led the design and delivery of the program,” says Dianne Norman, manager of student affairs & academic relations. “The three-year program accommodates the work-life-school balance needed by our RPNs.”

Twenty-five RPNs will begin school in September, taking a combination of classes from Mohawk College and McMaster University. They will graduate with a BScN from McMaster and will be eligible to work as registered nurses.



BEST CARE FOR ALL

THIS PAST WINTER, pediatric ear, nose, throat and pediatric dental surgeries were transitioned from West Lincoln Memorial Hospital (WLMH) to McMaster Children's Hospital. "While we've provided good care to the children in our community over the years, we now have access to one of the country's largest and most highly regarded pediatric hospitals right in our backyard," says Dr. Gary Benson, site medical director, WLMH.



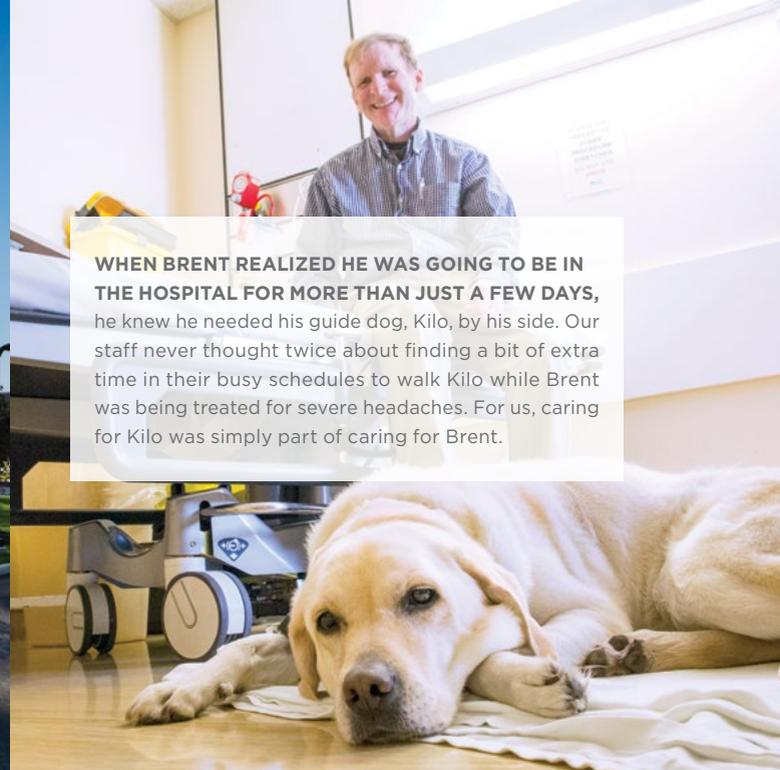
A NEW ERA OF CHILDREN'S CARE came to life next door to Hamilton General Hospital with the opening of the Ron Joyce Children's Health Centre, purpose-built for kids like Ozzie who have special needs.



RESEARCHERS FROM HAMILTON HEALTH SCIENCES PULLED OFF THE RARE FEAT of having three studies published in the same issue of the *New England Journal of Medicine*. The research team from the Population Health Research Institute found simple methods to prevent heart attacks and stroke worldwide. Under the name of HOPE-3, or Heart Outcomes Prevention Evaluation-3, the published methods involved 228 centres looking at the effects of the three treatments in people at intermediate risk of, but without, clinical heart disease.



WHEN BRENT REALIZED HE WAS GOING TO BE IN THE HOSPITAL FOR MORE THAN JUST A FEW DAYS, he knew he needed his guide dog, Kilo, by his side. Our staff never thought twice about finding a bit of extra time in their busy schedules to walk Kilo while Brent was being treated for severe headaches. For us, caring for Kilo was simply part of caring for Brent.



AWARDS AND ACCOLADES

CIBC BREAST ASSESSMENT CENTRE



The Juravinski Hospital and Cancer Centre's CIBC Breast Assessment Centre (BAC) received the annual Quality Award for their breast assessment model and Radiology/Pathology Multidisciplinary Correlation Rounds. The BAC was recognized as part of the 10th Annual Quality & Innovation Awards celebration.

RESEARCH INFOSOURCE



Research Infosource released its annual report on the country's most influential health research centres, validating our position as a significant force in the Canadian health research landscape. For the third year in a row, Hamilton Health Sciences ranked second nationally based on research activity and intensity (funding per researcher) with \$212M of research in fiscal 2014.

ORGAN DONATION



The Trillium Gift of Life Network presented Hamilton Health Sciences with two awards—the Hospital Achievement Award – Provincial Conversion Rate, and an Award of Excellence for meeting or exceeding the provincial targets (70% conversion rate) in five consecutive years. HHS is one of only three hospitals in Ontario to receive this award. By fulfilling patients' end-of-life wishes, we facilitated 39 organ donors that saved 111 lives.

SPINAL CORD INJURY PROGRAM



Our Spinal Cord Injury Program achieved accredited status by Accreditation Canada and the Rick Hansen Institute for its comprehensive, evidence-based standards for spinal cord injury services.

INTEGRATED STROKE PROGRAM



Our integrated Stroke Program was awarded Distinction in Acute Stroke Services and Inpatient Stroke Rehabilitation from Accreditation Canada. HHS, which cared for over 1,000 people with stroke last year, is one of only a few hospitals in Canada to receive this designation for both acute and rehab stroke services.



ABOUT US

51,919 patient admissions (↑ 3.0%*)

4,176 babies born (↑ 3.8%*)

27,697 surgeries (↓ 1.5%*)

187,075 emergency & urgent
care visits (↑ 3.2%*)

109,340 Hamilton General,
Juravinski, West Lincoln
hospitals (↑ 2.2%*)

47,656 McMaster Children's
Hospital (↑ 8.4%*)

13,273 employees

844 active physicians,
1,997 total credentialed

1200+ volunteers who
gave **90,699** hours

2,026 student placements

2000+ staff, physicians and
community members participated in
sessions on *Our Healthy Future*

Home to **461** researchers
and **1,590** research support staff



vision

**Best
Care
for All**

mission

To provide excellent health care for the people and communities we serve and to advance health care through education and research.

values

Respect
Care
Innovation
Accountability



For more information, please contact Public Relations and Communications at 905-521-2100 ext. 75387 or visit our website at hamiltonhealthsciences.ca.

#HHSshare