




Better together





Julia Kamula
board chair

Rob MacIsaac
president & CEO

Better together

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Our people, patients, and partners
all play a vital role in our transformation.

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We owe it to our patients to never stop trying to serve them better. That means improving the hospital experience for patients and families, understanding their needs both within and outside our walls, reducing waste so we can focus spending on patient care, and enabling and empowering our staff to be their best.

We've spent the last several years laying important groundwork in each of these areas. We've made it easier for patients and families to provide input so we can learn from their experiences. We've forged strategic partnerships to better support our patients outside hospital walls. We've balanced our budget so we're positioned to make transformative investments. And we've developed a lean management system that gives our people the tools and knowledge they need to improve care from the ground up.

A common thread weaves through all of these initiatives—every one of them relies on collaboration.

Both Hamilton Health Sciences (HHS) and our province as a whole are embarking on a once-in-a-generation healthcare transformation. The foundation our organization has laid, most importantly our strong relationships, will serve us well as we stride into this new era. In this report, you'll get a glimpse of changes to come, and learn more about the work we've done to prepare for them.

But we can't do it alone. Our people, patients, and partners all play a vital role in our transformation.

Let's get better, together.

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Better access

Since 2016, we've educated more than

530

HHS and community health professionals on Medical Assistance in Dying to improve access to this service.



In 2018, we reduced our wait time for cancer surgery by

8%.



30
pediatric

complex care patients are enrolled at our satellite clinics in Niagara and Brantford so they can receive care closer to home.

For patients with cancer, quick, easy access to the care they need isn't optional. It's essential.

We've spent the past four years transforming our Complex Malignant Hematology services so people with blood cancers, like leukemia, have better access to life-changing care.

Growing our Stem Cell Transplantation service is key to this work. Construction is underway on a \$30 million expansion of our Stem Cell Transplantation unit at Juravinski Hospital and Cancer Centre. But there's much more to it than physical space.

"Amazing work has occurred behind the scenes to reinvent our care model so we can support more people, better," says Kim Alvarado, director of oncology, critical care & palliative care.

Since 2015, we have increased stem cell transplantation volumes by more than 60 per cent. People like Frank, pictured here with Dr. Kylie Lopic, can now receive their transplant as an outpatient and recover at home, or transfer back to their local hospital the day after the procedure.

It doesn't stop there. We have reimagined inpatient units, clinics, and emergency care options so these patients can be treated or admitted if they are unwell. Establishing these safeguards has improved access and experience.

"The program relies on many people, both in our hospital and the community, working together seamlessly," says Kim. "We're really proud to see what we've accomplished as a team, and are excited for what's to come with our new space."

We're making smart changes to increase access to the right care at the right time. We want people to spend less energy navigating the system so they can focus on their health.

We provide life-saving stroke treatment for a region of 2.3 million people.

Through collaboration with regional partners, we have developed a system for timely referral and transfer to Hamilton General Hospital where patients receive world-class treatment to stop their stroke in its tracks. We're among provincial leaders in the quick delivery of clot-busting medication and clot retrieval therapy, which saved Stephanie's life when she was pregnant with her daughter, Iris.





Better listening

In 2018/19 our Patient and Family Advisors participated in

464 hours

of quality improvement work, more than twice as many as the previous year.



Last year, more than

85%

of patients rated their overall experience as excellent.

8 or greater on scale of 1-10

We connected with more than

500

patients and family members for input as we developed our new website.



Because we listened, children and families at McMaster Children's Hospital (MCH) now have a special place of respite. In August 2018, Makayla's Room opened at MCH. The room is dedicated to Makayla Sault, a vibrant young girl from Mississaugas of the Credit First Nation. She was diagnosed with leukemia in 2014 and died in 2015. Her experience led our team on a journey of reconciliation with her family and Indigenous community leaders.

With their input, we created a welcoming space for families to learn about and participate in Indigenous ways of knowing and being. "Our focus in creating this space has been to honour Makayla's life," says Makayla's mom, Sonya Sault, pictured to the left with her husband, Ken. "We

wanted to share with others so that patients, families and healthcare providers can work together to provide culturally sensitive care."

Through further engagement with Indigenous communities, we heard HHS should distinctly welcome and acknowledge Indigenous people and their culture across our sites. We collaborated to develop a unique land acknowledgement statement and visual signs of welcome. The signs, which are now installed at all HHS sites, each feature an image from a local Indigenous artist.

With input from people who use our services, we can get better at what we do.

Better listening leads to better care. That's why we've made it a priority to open our ears, minds, and hearts to the voices of people who have been there—especially those whose voices haven't always been heard.

Our staff and doctors see opportunities to improve care first-hand. That's why we've made it easier for their voices to be heard. Since we launched our lean management system—Continuous Quality Improvement—in 2016, frontline staff and doctors have driven more than 3,500 improvements.





Better connections

We provide more than
2,500
student placements each
year, connecting future
healthcare professionals
to hands-on learning
opportunities.

93%
of patients surveyed said
e-visit technology at
HHS improved their
healthcare experience

Ranked among
**Canada's top three
research hospitals
of 2017**
(Research Infospace)



We're turning possibilities into reality—helping people heal without the need for long hospital stays and frequent follow up visits.

Better connections mean we can safely send someone home just one day after surgery, detect a person's irregular heartbeat before they even display symptoms, and check on an incision via video chat. Through the rigour of research and with the power of partnership, we're testing new technologies that connect us to our patients remotely so they can recover at home, while still under our care.

Take John, for example. Days after his heart surgery, he has a follow-up appointment with his nurse. She checks his stitches for signs of

infection, makes sure his blood pressure is stable, and answers any questions he has about recovery. It's a typical interaction for a patient who has just had surgery, except for one thing. John is at home and his nurse is at the hospital.

Or, look to our pediatric emergency team at MCH. They're using advanced teleconferencing technology to guide teams at Niagara Health as they resuscitate kids in critical condition. It's like FaceTime, except the stakes are much higher.

These projects are just the tip of the iceberg. Enabled by the innovative technology of private sector partners and motivated by our patients' desire for a more connected system, we're increasing our bandwidth for virtual care.

We're extending healthcare beyond hospital walls to make recovery faster and more comfortable for our patients. It's all about harnessing the power of technology to create virtual connections with a personal touch.

We know patients do better when they are engaged and educated during their healthcare journey. One way we're making our patients active partners in their care is with the patient portal, MyChart™. It lets patients view and share their test results and enter personal health information. It's also equipped with a secure messaging feature to communicate with providers. We're leading the deployment of MyChart™ across southwest Ontario - the largest regional deployment of a patient portal in our province to date.



Since 2012, we've reduced our overall operating costs by 12 per cent. It's a fine balance that has required some tough decisions. We are consistently one of the top performing teaching hospitals in Ontario when it comes to balancing our budget.

Thanks to the financial groundwork we've laid, our hospital secured debenture funding for a \$200 million investment in equipment and technology used by our physicians and staff. This will enable many new transformative projects within our strategic plan to help us achieve even greater value, with integrated electronic medical records, as well as next-generation bedside equipment.

We're also taking bold steps when it comes to how we purchase and maintain some of our most expensive assets—diagnostic imaging equipment. We're tapping into the global marketplace to develop a unique performance agreement that will allow us to provide the safest, fastest, smartest care. A private sector company will supply us with the most up-to-date imaging technology, and maintain it to an impeccable standard. We will collaborate with this partner to design better processes so we can serve more people as new machines are added to our fleet.



Better value

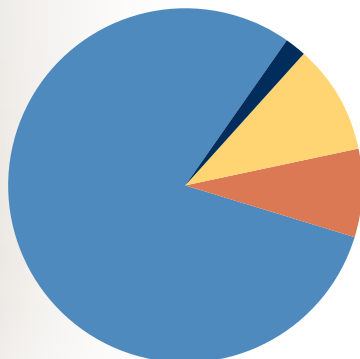
Our operations result in a local GDP impact of more than **\$1B** each year

More than **60%** of our staff live in Hamilton, making an estimated **\$16.4M** local tax contribution annually

Spin-off job creation related to our hospital is estimated at **10,000+** full-time positions

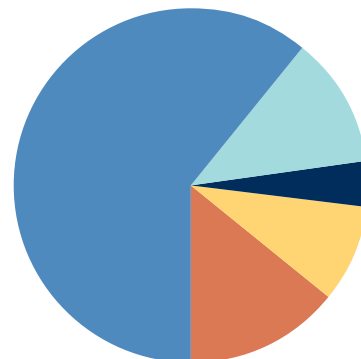


Revenues of \$1,561M



- MOHLTC & Other 80%
- Capital Contributions & Investment Income 2%
- Research 10%
- Other 8%

Expenses of \$1,544M



- Compensation & Benefits 61%
- Drugs & Medical Supplies 12%
- Amortization 4%
- Research 9%
- Other 14%
Such as maintenance, utilities, insurance, housekeeping

Our annual operating budget is \$1.5 billion dollars. It's a big sum with a big job to do. To provide patients with the best value for their healthcare dollars, we're constantly seeking new ways to advance care while reducing expenses that don't improve the patient experience.

We're one step closer to building a better West Lincoln Memorial Hospital. Premier Doug Ford's 2019 budget includes funding to plan for the construction of a new hospital on the site.



www.hamiltonhealthsciences.ca

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