



On the road to the future:

An overview of Hamilton Health Sciences' 20-year vision




Hamilton Health Sciences

PLANNING ▶▶▶▶▶
Our Healthy Future

At Hamilton Health Sciences, we are looking to the future and planning for change.

The population is aging, needs are shifting, and the practice of health care itself is being shaped by new technologies, options and outcomes.





Since early 2015, we've been working to create a vision of the change that we think is possible at Hamilton Health Sciences over the next 20 years.

We want the care in our hospitals to maintain the highest safety and quality standards, whether it is for emergencies, surgeries, diagnosis or day-to-day support. We also want to offer a superior experience to our patients and their families. We want our services, facilities and partnerships to be organized in a way that they are easy to understand, easy to use and easy to adapt.

This vision is based on the input of more than 1,500 people, including patients and families, community members, our workforce and community partners. The people we have connected with have welcomed the chance to have their say. They agree that now is the right time to re-evaluate how our hospital works, and how it fits into the broader health system.

This document outlines at a high-level the possibilities we have envisioned together for Hamilton Health Sciences and *Our Healthy Future*.



Patients will always be the heart of our vision

Above all else, Hamilton Health Sciences places patients at the centre of our planning. Our goal is straightforward: deliver high quality care and a great patient experience. We think the relationship we have with patients is critical for achieving that goal.

That means involving patients and their families as essential members of the care process and care team. It means ensuring patients feel they always have a champion for their interests throughout their entire care experience. It means service transitions are designed with patients, helping them move smoothly from one type of care to another as they navigate the health system. And it means always treating patients with the respect they deserve.

Our standard of care will be to collaborate with patients and their families before, during, *and* after their hospital visit. Most importantly, we will work with all our patients so that they understand, and help design the care that works best for them. We'll also support patients in managing their own health through community programs, outreach initiatives and technology that allows immediate access and information about their health and medical history. We see the hospital/patient relationship as proactive and ongoing: once a patient has received service at Hamilton Health Sciences,



he or she will not have to re-tell their story with each hospital visit. We will use computerized information systems to keep track of their health experience.

Hamilton Health Sciences will continue to re-organize programs and services around patient pathways – the routes patients normally follow as they receive different types of care. This is a fundamental change from organizing our services according to sites, professional disciplines or equipment.

As we change the way we provide services, hospital departments and disciplines will connect and communicate more effectively in a well-coordinated, integrated approach to providing care. From the time a patient arrives at Hamilton Health Sciences, their case will be managed by teams comprised of healthcare professionals from every part of the care journey – working together to make the patient experience seamless, well-planned and easy to understand.

Hamilton Health Sciences will be the Canadian leader in using the best scientific evidence to drive our care delivery. Our close affiliation with McMaster University, a pioneer in evidence-based medicine, gives us a unique opportunity to achieve this goal. It will require all our clinicians to embrace standardized approaches identified by evidence.

A new population health approach



Hamilton Health Sciences is committed to changing the perception that the hospital is, or should be, the default provider of health care services. People with multiple, complex health care issues can often become frequent users of hospital services, yet the hospital is not always the best or most appropriate place to address their needs.

In fact, for people who are frail, the hospital environment can actually pose unnecessary risks. By diverting these patients away from the hospital into a well-designed, community-based care model that is tailored to meet their unique needs, we can ensure better health outcomes, a better experience and, at the same time, reduce our community's reliance on costly hospital infrastructure.

To this end, Hamilton Health Sciences will adopt a population health approach. This means going beyond the traditional focus of hospital operations, which respond to demand. We will work with community-based health and social service partners to better serve people with complex or multiple health conditions. We want to enable them to successfully manage their conditions and improve their prospects for good health and well being – before they need a hospital.

We will identify populations of people at risk and work with other providers – including family doctors and community partners – to design community-based care networks. Each network will be tailored to meet the needs of specific populations, and enabled by the resources and expertise we have at Hamilton Health Sciences.

This approach should also help to address historic equity and health disparities in vulnerable and marginalized populations. Working with partners in our indigenous communities, for example, is aligned with a more community-based approach to providing health care services.

These new care networks, which are currently difficult to find in the community, should help relieve hospitals from their role *as the default provider* for those people who require significant supports. The Integrated Comprehensive Care pilot project and Health Links program currently underway at Hamilton Health Sciences and throughout the Hamilton Niagara Haldimand Brant LHIN are two good examples of this approach in action.

Implementing a population health approach means that we will work more frequently and directly with community-based health and social service providers to ensure the right care is being delivered in the right place at the right time. Our collaboration will be intentional and ongoing across the entire spectrum of health system interventions – from prevention and promotion to health protection, diagnosis, treatment, rehabilitation and recovery.

A new physical service delivery model

To complement our population health approach, Hamilton Health Sciences will gradually transition to a new physical service delivery model. This means we will create and locate new access points for hospital care and expertise in our community, based on the needs of the local population.

These access points will take a variety of forms - ambulatory clinics, community centres, and even virtual teams and spaces. Working closely with primary care providers, this shift will allow us to deliver customized care, closer to home for many of our patients. It also allows us to relocate services that do not require intense hospital infrastructure into less costly operating environments.

This approach is consistent with the well-established trend of increasing care delivery through ambulatory clinics, but sees us moving some clinics from hospital into the community. In this way we can also ensure integrated, seamless, and coordinated care that will ultimately produce better patient outcomes and a better service experience.

While some of these new community clinics may be owned and operated by Hamilton Health Sciences, when feasible we will also look for opportunities to transfer our knowledge and expertise into settings already being run by our community partners.



There are a number of options for care to occur beyond the hospital walls: Hamilton Health Sciences can help increase the capacity of community-based programs, and create an ongoing presence in community centres with our staff and medical staff. Or, we can create virtual connections to our partners, which allow for instant and real time access to hospital expertise. There is tremendous opportunity for patients to receive more convenient care in a local setting instead of having to go to a hospital.

Over the next 20 years, Hamilton Health Sciences will increase our access points in the community and look for ways to bring our large regional hospital programs in closer proximity to one another. We will explore opportunities to rebuild our major hospital campuses closer together so that highly specialized services requiring advanced technology, equipment, facilities and clinicians will benefit from economies of scale. It is worth noting that this is a 20-year outlook. Much can change over time, and a great deal of diligence will be needed before any major facilities decisions are made.

Our regional role



Hamilton Health Sciences will continue its dedication to being a nationally significant centre of excellence in providing specialty programs for south-central Ontario and in some cases, the entire province.

At the same time, we will seek to develop shared frameworks with partner hospitals in other communities on issues such as quality, information sharing and the transfer of patients from hospitals back to the care networks in their home communities. This collaboration will help our partners maximize their capacity to provide care in areas such as cardiac care, stroke, neurosurgery, pediatrics and cancer, while safeguarding HHS's regionally significant care facilities for the patients that need them most.

Deliberately identifying and distinguishing our regional services from our role as a community hospital is necessary. Hamilton Health Sciences will need to consider the branding for each of our regional services in order to provide them with a distinct identity.

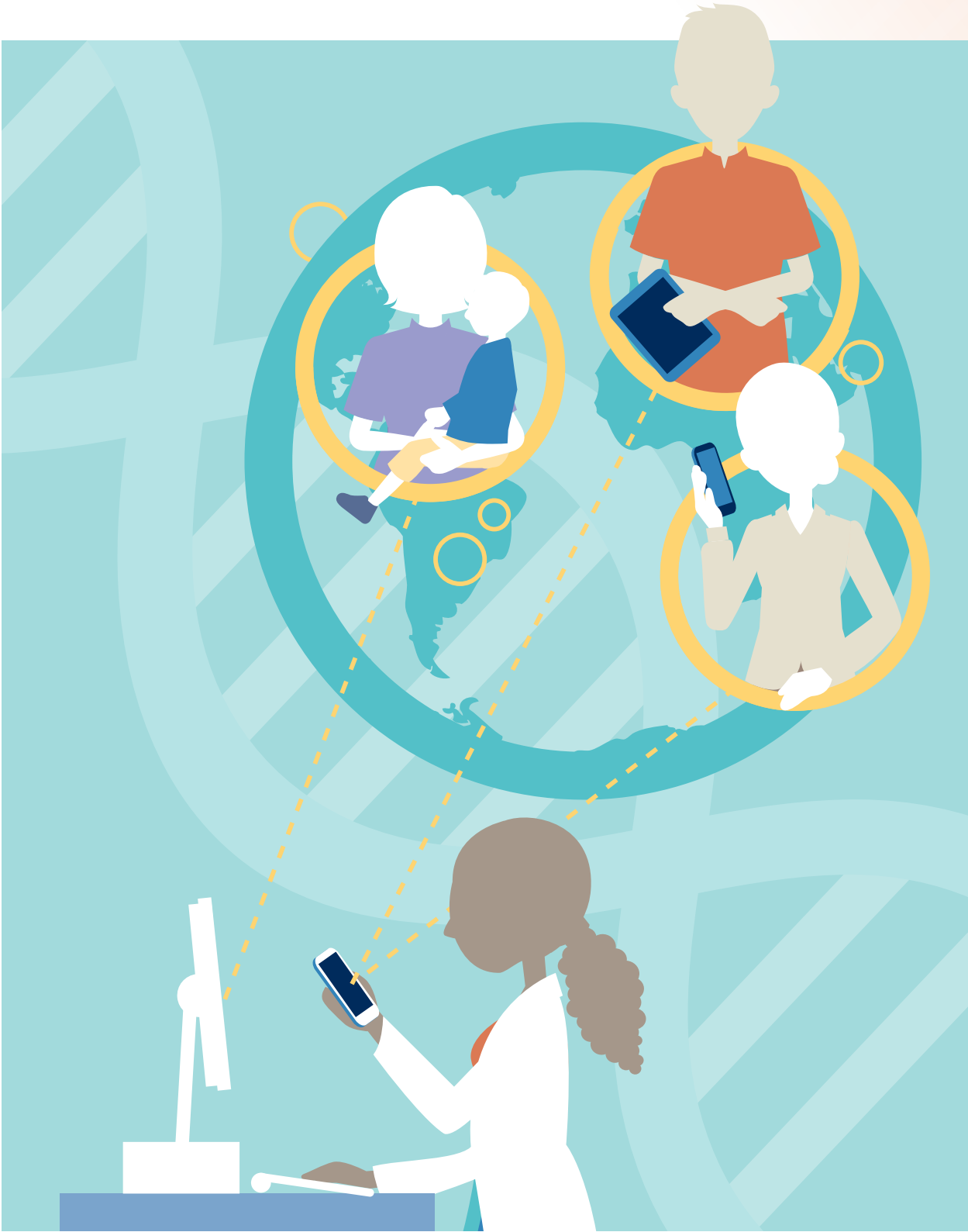


Research, innovation and learning

Hamilton Health Sciences is committed to its academic mission as an essential part of maintaining world-class centers of excellence in the communities we serve. Our status as a research hospital is critically important to our ongoing provision of specialized care, where we both adopt and develop leading global practices. In addition, pairing research and development with our teaching mission, both for our own staff and for the next generation of learners, must be another key component of our approach.

Today's challenging fiscal environment will require new models for research and development. A sustained commitment to staying current in technology (information systems and equipment) will be essential for us to properly maintain our role as a nationally significant hospital system.

Hamilton Health Sciences will look to create partnerships and strategic alliances with industry in innovation. We will remain an important economic driver for our community by becoming a centre for health innovation ideas and opportunities that have commercial potential.



Conclusion

Advancements in our clinical knowledge, the integration of technology, and the way we deliver clinical services to our patients is ever-changing and requires ongoing monitoring and fine-tuning to be effective and sustainable.

Hamilton Health Sciences is a leading healthcare provider committed to delivering the right care at the right time and at the right place, for all the communities we serve.

The role of Hamilton Health Sciences as a regional acute care destination will be safeguarded so the sickest of the sick receive highly specialized care when and where they need it.



Meanwhile, community programs and services will be delivered through many entryways in collaboration with other providers – all working to provide patients seamless and convenient access to care.

We are looking to the future and planning for positive changes to create the hospital system patients need and deserve. We look forward to working with you as we develop a new relationship with patients and a new relationship with our community.





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