

# Hamilton Health Sciences 2022-2023 Community Report: We are our people

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## A MESSAGE FROM OUR LEADERS

“We need to remain committed to changing our culture, beyond statements and kind gestures, and really shift to a paradigm of accountability and inclusive excellence at every level of the organization. This is the vision we are working toward – one in which EDI encompasses every role, every team, every corporate function, and every patient who comes to us for care. This work is not the work of one person or one team and I am very grateful to all of the folks who helped to lay the groundwork for the rest of our journey together.”

**Rochelle Reid**  
*Senior Lead & Strategic Advisor, Equity, Diversity and Inclusion*

“While the past several years have tested our collective resolve, we are continuing to create an organization that is innovative, sustainable and impactful thanks to everyone at Hamilton Health Sciences. Our staff and physicians are simply the best in their fields. Every day they deliver world-class care and treatment that addresses the physical, mental and social well-being of the diverse patient populations we serve. We are immensely grateful for their remarkable dedication and the compassion they have for our patients and each other.”

**Sharon Pierson**  
*Executive Vice President, Clinical Operations, Chief Operating Officer & Chief Nursing Executive*

“Our hospital workforce is made up of everyday superheroes, showing us that unity and kindness can conquer any obstacle. With passion and tireless effort, they care deeply for our communities. To our incredible hospital employees, physicians, volunteers and learners we applaud you with pride for your selfless service and unwavering spirit.”

**Aaron Levo**  
***Vice President, People, Culture & Communications***

“Our physicians’ and staff’s unwavering dedication and tireless efforts have continued to propel our hospitals to excellence. Guided by compassion, they have transformed the lives of countless individuals, leaving a distinctive mark on our community. Through their expertise, resilience, and unwavering commitment to patient care, ‘our people’ have not only risen to the challenges we face in the aftermath of the COVID-19 Pandemic but exceeded all expectations.”

**Dr. Khalid Azzam**  
***Physician-in-Chief***

[Watch the 2022-2023 Community Report video](#)

## **Embracing Possibility**

The year 2022-23 was a remarkable period for Hamilton Health Sciences, as we emerged from the challenging COVID-19 pandemic that lasted nearly three years. Our teams demonstrated incredible resilience and determination, achieving significant milestones throughout this time.

Last summer, we successfully launched Epic, our fully digital hospital information system. It took three years of preparation and the efforts of thousands of individuals to make this possible. HHS teams surpassed our expectations when we went live with Epic, stabilizing our operation in short order and quickly beginning the business of optimizing its impact. A year later, we continue to enhance our utilization of the system, realizing that its possibilities are boundless thanks to the ingenuity of our dedicated staff.

While technology plays an increasingly crucial role in providing care, the physical infrastructure where care takes place remains a vital element in quality of care. Therefore, last year, we commenced the construction of our new West Lincoln Memorial Hospital. We also initiated formal planning for two major redevelopment projects at Hamilton General Hospital and Juravinski Hospital & Cancer Centre. These much-needed improvements will elevate each facility to the standards that our valued people and patients deserve.

Health care is first and foremost, however, a people business. In 2022-23, we conducted a comprehensive survey of the HHS community to understand the necessary steps towards creating a more equitable, diverse, and inclusive organization. Based on the invaluable feedback received, we are proud to announce the release of our inaugural 5-year equity, diversity, and inclusion plan this month.

All told, the year 2022-23 exemplified the determination and resilience of HHS teams as they triumphed over unprecedented challenges. We achieved what seemed unattainable at times, especially in the aftermath of the COVID-19 pandemic. Throughout this year, it became evident that our people are the driving force to realizing upon the infinite possibilities available to us.

We express our heartfelt gratitude to our staff, physicians, volunteers, and all those who contributed to the successes of 2022-23.

**David Lazzarato Chair, Board of Directors**

**Rob MacIsaac, President & CEO**

## REFLECTING ON OUR ACCOMPLISHMENTS

Despite the continuing challenges of COVID-19, high hospital occupancy and staffing changes this past year, we're proud to have reached many organizational milestones. Drag the timeline or use the arrow to scroll through.

### Our Milestones

- April: Signed the Hamilton Charter for Promoting Gender Equity in Health Care ([link](#))
- April: Received an investment for redevelopment and expansion of sites ([link](#))
- April: WLMH groundbreaking ([link](#))
- May: Volunteers return in person ([link](#))
- May: Received funding to reduce wait times for same-day surgeries ([link](#))
- June: EPIC launches ([link](#))
- June: New first-of-its-kind CT scanner at MUMC ([link](#))
- June: Received two Sustainability Leadership awards ([link](#))
- August: Hamilton pediatric hospice agreement ([link](#))
- August: Obstetrics returns to WLMH ([link](#))
- August: 20k patients signed up to MyChart to-date
- September: SHF to open 30 new beds ([link](#))
- September: RJCHC awarded Green Hospital of the Year ([link](#))
- October: Midwives return to WLMH ([link](#))
- October: Funding received for studying the impact of the pandemic on children ([link](#))
- October: Adoption of BoardShift Inclusivity Charter ([link](#))
- November: EDI Report and recommendations ([link](#))
- November: Named top regional employer ([link](#))
- November: 25 years of mental health care at WLMH ([link](#))
- December: Operating room assistants – a vital new support role ([link](#))
- January: 50k patients signed up to MyChart to-date
- January: Named top employer for young people in Canada ([link](#))
- February: New midwifery care unit opens ([link](#))
- February: NICU's 50<sup>th</sup> anniversary ([link](#))
- March: Investment in pilot program for kids with complex special needs ([link](#))
- April: Received Sustainability Award for Environmental Excellence from Stryker
- May: Increased capacity of burn program ([link](#))
- May: Awarded digital transformation award for Epic launch from IT World Canada

- June: Celebrated 1-year of Epic, best-in-class health records system ([link](#))
- June: Awarded Best Sustainability Report from Sustainability Leadership

## INSPIRING STORIES

Our people are at the heart of what we do. Click on each photo to read stories from our HHS community.

- [Starting school is a big step for any child](#). Having extra support during the transition can make children with a diagnosis of autism and their parents and caregivers feel more confident about entering the classroom.
- The war on cancer has traditionally been fought on three fronts: radiation, chemotherapy and surgery. But [now there's a fourth front – immunotherapy](#) – and it's offering new hope to many cancer patients.
- [Our first-ever Senior Medical Director of Equity, Diversity and Inclusion \(EDI\)](#) says the work of becoming anti-racist includes being curious, listening, being humble and learning how systemic oppression is woven into the fabric of large organizations.
- [Our new vice-president of research](#) is prioritizing building bridges and amplifying the identity of research at HHS and its impact on people and medicine around the world.
- [It feels great to be nursing again](#). The people I work with are really nice, and we work together as a team. I also really enjoy working with the patients. And down the road, if I decide to try something new, there are many different opportunities at HHS.
- [The world's your oyster at HHS](#). There are so many positions, leadership roles and areas of specialty and expertise you can explore.
- About 90 per cent of patients referred for angiography have an appropriate referral based on clinical guidelines. [The problem is that our ability to determine which patients are best served by this test is poor](#) and leads to a high rate of normal results, and potentially unnecessary procedures.
- HHS isn't shying away from digital transformation. [We're using data to drive insights and using artificial intelligence to help us spend time on things that really matter](#).
- We know that boredom, loneliness and social isolation are the main reasons why patients with dementia express themselves in certain ways. We use leisure to help with this. [Our goal is to add meaning and purpose to their day, every day](#).
- When pandemic restrictions opened up, instead of bringing patients back to the Hamilton General Hospital, [the Cardiac Health and Rehab Clinic partnered with the YMCA of Hamilton/Burlington/Brantford](#). This allowed patients to stay within their community – the cardiac rehab team comes to them.
- [I missed being able to see patients in person](#) [during the pandemic]. Although HELP transitioned to a phone program, there is always something special about seeing a patient in person and engaging with them in the same room.

- Many health-care professionals must work together to treat a patient. We are a tight-knit group. [This is not a job in which you work alone.](#)

## TRANSFORMING THE PATIENT EXPERIENCE

On June 4, 2022, we launched Epic – a modern system that provides a single personal health record for each patient. Putting all patient health information in one easy-to-access place improves safety and quality of care. It is the largest clinical transformation in the history of HHS.

- [Hamilton General Hospital ED shows `Epic` ability to rise to the challenge](#)
- [Real-time updates from HHS operating rooms now available through Epic](#)
- [Improved communication through Secure Chat means better patient care](#)
- [Embracing technology: Meet the HHS B2North stroke rehab team](#)
- [HHS is first hospital in Ontario to use cutting-edge FHIR technology for instant lab results](#)

## ADVANCING EQUITY, DIVERSITY, AND INCLUSION

Creating an environment where every person at Hamilton Health Sciences feels included, safe, and respected is key to achieving our vision of Best Care for All. We are excited to release our first 5-Year EDI Plan this month, which has been informed by vital input from patients, staff, physicians, and community members. It will guide HHS to becoming a more equitable and inclusive place to work and receive care.

## CARING FOR PATIENTS AND THE ENVIRONMENT

From reducing greenhouse gas emissions to adding recycling programs, we are making changes to improve the health of our environment and the health of our community. [Read about how we're improving our environmental stewardship in five performance areas.](#)

## EMPOWERING INNOVATION, IMPROVING HEALTH

HHS has a long tradition of curiosity, discovery, and willingness to think outside the box to transform health care through innovation. We forge strategic partnerships to find solutions to challenges we can't tackle alone. And, through our commitment to innovation, we're revolutionizing health care. See some of our recent innovation achievements in our latest Innovation Report.

## HHS BY THE NUMBERS

The best patient care in the future will require new processes, equipment and partnerships to keep up with new technology, changing demographics and increasing patient expectations.

We have stayed the course on investments that will ensure Hamilton Health Sciences remains a high-performing hospital that delivers exceptional and safe care to the patients we serve.

#### INVESTMENTS IN OUR PEOPLE AND OUR TOOLS

- 2022/23 Investments | Over \$145M allocated to projects completed in fiscal 2023
- \$63.9 Million Health Information System investment for the final year of implementation of our new Health Information System (Epic)
- \$54 Million Facilities investments that maintain or enhance the performance of critical systems and infrastructure
- \$21.4 Million Medical Equipment/MES, an article, instrument, apparatus, or machine that is used in the prevention, diagnosis, or treatment of illness or disease
- \$4.1 Million Computer Technology software applications, servers, and operating systems (telephones, other telecommunications products, video equipment)
- \$1.6 Million Investment to support the response to the COVID-19 pandemic

#### By the numbers

- Serving a region of 2.3M
- 320,000+ patients served
- 2,948 COVID-19 patients cared for
- 175,208 emergency visits
- 180,227 virtual visits
- 500+ researchers
- In top 10 of Canada's top 40 research hospitals for 8 years running
- 3,518 babies born
- 13,678 employees
- 10 sites
- 143 new clinical trials per year
- 102 countries conducting our clinical trials
- 2094 physicians
- 1,600 global research sites
- \$1.8B organization
- 500 volunteers

**THANK YOU FOR CONTINUING TO MAKE A VITAL DIFFERENCE**

[Read the 2022 donor report.](#)

#ItsVitalToCare