



Hamilton Family Health Team

Better care, together.

2024 **Sustain & Grow**
HAMILTON FAMILY HEALTH TEAM ANNUAL REPORT

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Francine Williams
*Quality Improvement
Specialist and Patient
and Family Advisory
Group Co-Chair*

Land Acknowledgement

THE CITY OF HAMILTON IS SITUATED UPON THE TRADITIONAL TERRITORIES OF THE ERIE, NEUTRAL, HURON-WENDAT, HAUDENOSAUNEE AND MISSISSAUGAS.

This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners, and caretakers.

Two ways we embody this commitment:

1. Integrating concepts of [Equity, Diversity, and Inclusion \(EDI\)](#) into our way of being, and
2. Being a leader in environmental stewardship in healthcare through our [Green Initiative](#).



2022-2025 Strategic Plan

Our Mission: Provide excellent, comprehensive and collaborative primary health care to achieve the best possible health and quality of life for our community.

Our Vision: “A Healthier Hamilton”

Theme 1: Patient Experience & Outcomes

Growing patient satisfaction and engagement.

Improving virtual care platforms and digital tools.

Population Health and Health Equity.

Theme 3: Organizational Capacity & Performance

Growing integrated Primary Care Teams.

Strengthening data analytics and quality improvement.

Strengthening governance and leadership.



Emily, co-ordinator at our Queensdale Hub, brings her dog, Bentley, to work - adding smiles to the clinic.

Theme 2: Provider & Staff Experience

Advancing Equity, Diversity & Inclusion.

Improving digital tools.

Improving provider/staff health and wellness.

Increasing interprofessional collaboration.

Theme 4: An Integrated Health System for Hamilton

Collaborating with the Greater Hamilton Health Network (GHHN) and our partners.

Improving care coordination, navigation, and supported transitions.

Advancing our Green Initiative.

"Sustain & Grow"

Working together with our [GHHN \(Greater Hamilton Health Network\)](#) and Primary Care Partners, we are working to sustain what we've collectively built together and grow team-based primary care for those residing in our communities.

Read on to learn more about the HFHT's accomplishments and projects towards **SUSTAINING** and **GROWING** primary health care.



*Hamilton Family Health Team
and GHHN Primary Care Partners
(2023)*



SUSTAIN

Patient and Family Advisory Group



"Sustaining a positive patient experience starts with listening to patients. The lived experiences, perspectives, and wisdom that the PFG provide are invaluable in shaping patient-centered care. This mindset leads to improved outcomes and enhanced patient experiences."

- CARLY JONES
PFG Co-Chair

The PFG are involved with:



"Having recently retired and with my family now grown, I am presented with a wonderful chance to expand my community involvement."

- BARBARA MARSIC

"I am, or will be at some time, a patient. If I don't work to make that experience as healing as possible for myself, and others, who will?"

- JOANN MACLACHLAN

"I am interested in being part of a team that has collaborated because they see a need for change."

- ANNA DIFRANCESCO



WINSOME PLUMMER

"I look forward to being a part of the Patient and Family Advisory Group and subscribe to their objective of ensuring 'that the voices of patients and families are heard, considered and included in patient care.'"



MINDA RICHARDSON

"I have 15 years' experience working in the health care system provincially, territorially, and federally, developing health policy to ensure equitable access to high-quality care."



MICHELE MARKOWSKI

"My hope in joining this committee would be to bring my lived experience within our healthcare system as a black woman, and as a mental health and equity advocate."



VANESSA DAVIS

"I have joined the Patient and Family Advisory Group to work collaboratively with the Team and all resources available for patients, to listen to their needs and help create better outcomes for all involved in their care."



SUSTAIN

Patient Declaration of Values

The PFG was instrumental in creating our [Patient Declaration of Values \(DOV\)](#).

The DOV was built on the foundation of the GHHN Declaration of Values.

Our providers continue to adopt and implement elements of the DOV, bringing empathy, respect, equity and transparency to primary care across Hamilton.



I experience *empathy & compassion* when...

- I feel seen, and my emotions are supported.
- My care plan reflects my unique needs and preferences.
- I feel safe to point out assumptions and biases.
- I have your full attention during my appointment.



I experience *respect & dignity* when...

- I feel welcomed and treated with courtesy.
- My lifestyle, dignity, and individuality are respected.
- My decisions, including giving and refusing consent, are respected.
- My personal health information is private and available to me upon request.



I experience *equity & engagement* when...

- There is equitable access to healthcare regardless of age, ancestry, citizenship, colour, disability, ethnic origin, gender expression and identity, race, religion, sexual orientation, and socioeconomic status.
- I feel empowered to voice concerns about systemic racism and discrimination in care.
- I am a partner, and my voice shapes policy and program design.



I experience *responsibility & transparency* when...

- I receive safe and high-quality care.
- I know what to expect & have the information I need to participate in my care.
- I receive answers to my questions and concerns.
- I can schedule an appointment with my care team quickly.
- I am referred for a test to a specialist and other services as needed.

SUSTAIN

"We are the Patient Experience" & Practice Spotlight Award

We celebrated our inaugural Patient Experience Week in the spring of 2024, recognizing all those who contribute to a positive patient experience.

[Click here to see our "We are the Patient Experience" Video](#)

Practice Spotlight Award

The Patient and Family Advisory Group presented Dr. Hadcock and Dr. Steen's practice team with the inaugural Practice Spotlight Award for receiving the most positive patient reviews.



Dr. Hadcock and Dr. Steen's Practice receiving the award.



Employee Spotlights

Grow.

Robyn Obermyer

*Lead, Corporate
Communications & Storytelling*

Robyn has been with the HFHT for 9 months.

What does she love about working here?

"I love making a difference in my local Hamilton community. Access to quality health care is critical for folks' quality of life, and clear and empathetic communications are so important to support that accessibility."

What challenges her?

"Primary health care is a complex system that's constantly changing—and while this is challenging, it's also exciting to witness and be part of the progress we're making together."

Hamilton Family Health Team



Sustain.

Maeve Clark-Tyrrell

*Physician Affairs & Quality
Improvement Specialist Facilitation*

Maeve is a familiar face at the FHT celebrating 15 years this month.

What does she love about working here?

"The people. From physicians and staff devoted to patient care, to the administrative and clinical team supporting through programming and data, everyone works tirelessly for patients and for a healthy primary care system. People are the heart of our organisation."

What challenges her?

"Primary care is key to a healthy system and community. Its fragmented nature is its Achilles heel, but the steps we take together now to reimagine our organisation have the capacity to transform healthcare."

SUSTAIN

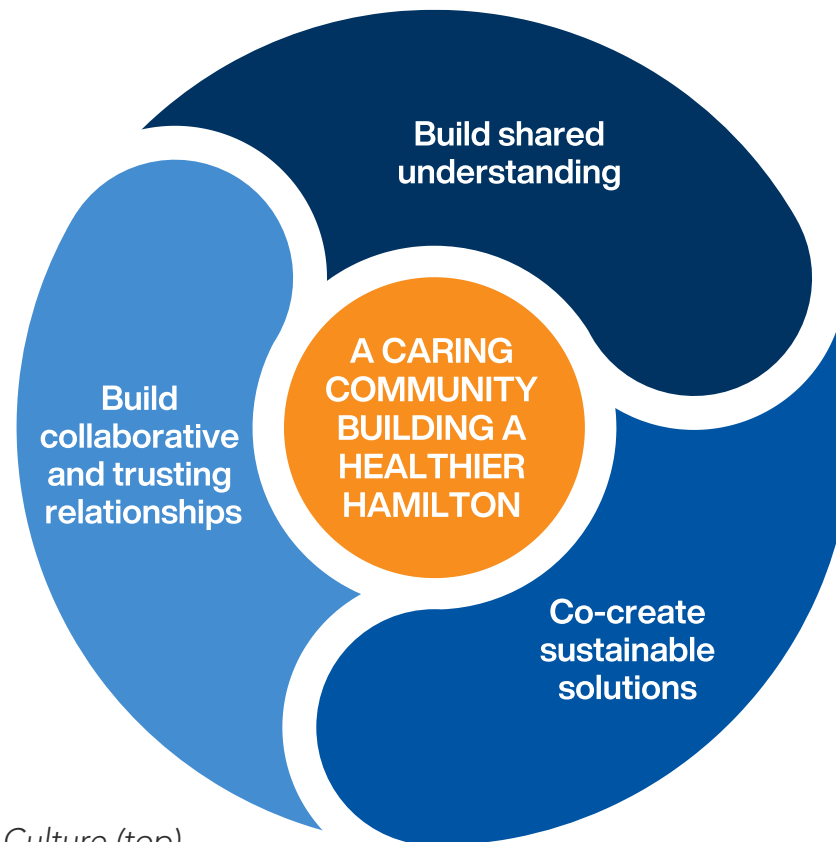
Our Way of Being

Building on staff and provider feedback, we developed Our Way of Being. It's how we aspire to work together with patients, each other, our partners and the community at large.



Ritu Janveja, Director, People and Culture (top)
and Claudette Moulton, Patient Relations Experience
Lead (bottom)

OUR WAY OF BEING



HOW MIGHT WE:

- Act in the best interest of the people we serve and those who serve them
- Be respectful, kind, inclusive, and compassionate
- Listen to understand
- Be committed to excellence
- Be fair
- Value everyone's contribution
- Encourage speaking up
- Act ethically
- Identify and address systemic barriers
- Celebrate success
- Create safe spaces
- Be a learning organization

GROW

Growing Our Groups

In The Last Year...

143

Groups were offered by HFHT in 2023.

We **OFFERED MORE THAN 20 CO-LED INTERPROFESSIONAL GROUPS** on topics such as Mindful Eating, Quitting Smoking & Insomnia.

We **IMPROVED PATIENT CHOICE** with virtual or in-person, daytime or evening groups, in a variety of locations.

We **ENHANCED PATIENT SELF-MANAGEMENT** with timely access to education and skill-building evidence-based treatments.

We **REDUCED WAIT TIMES** and facilitated timely access to care.

We **PROMOTED A STEPPED CARE APPROACH TO EMBED EDUCATIONAL AND TREATMENT GROUPS INTO OPTIMAL PRIMARY CARE.**

We piloted **WORKSHOPS TO MEET THE NEEDS OF PRIORITY POPULATIONS** such as Budget Friendly Cooking, Intro to Disordered Eating, Intro to CBT.

We **PARTNERED WITH OTHER FHTS AND COMMUNITY ORGANIZATIONS TO EXPAND ACCESS** (Body Brave, Compass CHC, Haldimand and McMaster FHTs, Hamilton-Wentworth District Schoolboard and Hamilton-Wentworth Catholic District Schoolboard).



As part of new, team-based funding, we are expanding our groups across the GHHN (Hamilton, Haldimand and Niagara Northwest)

GROW

Health Care at Eva Rothwell Centre



[Eva Rothwell Centre \(ERC\)](#) is a community hub in the heart of Hamilton's North End that offers a wide variety of social programming aimed at helping individuals, children and families break the intergenerational cycles of poverty.

Through conversations between HFHT, the GHHN, Eva Rothwell Centre and pediatric partners beginning in 2022, a goal was outlined to aid children with high medical needs and their families – particularly those without a family doctor and in the area. "Health Care at Eva Rothwell Centre" was born.

\$600,000 was raised from private foundations to convert Eva Rothwell Centre's old kitchen space into a clinical space as well as to build a new and expanded kitchen on the first floor in a much larger community space. This location proved ideal for clinical space with a door off of Wentworth Street, enabling after-hours access.

The clinical space officially opened on June 17 as a primary health care service for unattached patients in the L8L postal code. Some of the roster are patients in vulnerable populations being transferred from our partner organizations. The aim is to grow toward a target roster of approximately 1000.



Robert Land School, closed in 2004, was transformed into Eva Rothwell Centre. They provide resources and programming with a focus on local children & youth.



A mural nearing completion at Health Care at Eva Rothwell Centre. The work was done by local artist, Kayla Whitney of Koe Design



GROW.

Our Green Initiative

Key Initiatives 2023/2024

Updating the [Green Office Toolkit](#)

Designed to simplify and inspire the 'greening' of health care practices, the toolkit provides practical and affordable ideas to make eco-friendly office improvements, with the ultimate goal of helping health professionals support the health and wellbeing of patients, while respecting the foundations of health for present and future generations.

Co-authoring on the [End-of-Life Care Toolkit](#)

This document provides insight into the palliative approach and how environmentally sustainable practices can be integrated into patient care and healthcare delivery.

1,333

7 "Green Corner" emails went out in the last year to 1,333 contacts, providing information to family practice staff about Green Initiative resources, updates and events.

Welcome, Dr. Sergeant & Liza Zvereva

In November 2023, the Green Initiative welcomed the new Family Physician Lead Dr. Myles Sergeant. Myles is a passionate and dedicated advocate for environmental sustainability which greatly shines through in his work. We also welcomed research assistant, Liza Zvereva.



Dr. Myles Sergeant (top) and Liza Zvereva

Cultivating Partnerships

With the support of the new team, since January, the Green Initiative has contributed to multiple collaborative projects with local sustainability advocacy organizations including:

Partnerships for Environmental Action by Clinicians and Communities for Healthcare Facilities (PEACH Health)

The Canadian Coalition for Green Health Care (CCGHC)

McMaster University's Department of Family Medicine



The Canadian Coalition for Green Health Care
Coalition canadienne pour un système de santé écologique



Our Impact by the Numbers

290,618

patients attached to HFHT family physicians with access to team-based care.

2,893

patients completed physiotherapy treatment.



86%

of patients reported a significant improvement in functional ability after physiotherapy.

18,521

patients had a visit with a Registered Dietician or Registered Pharmacist providing collaborative team-based diabetes management.

196

individual or group sessions held to provide accurate information about Medical Assistance in Dying (MAiD).

2,592

visits to attend a smoking cessation group; with a 36% quit rate after 12 months.

8,098

Ocean e-referrals received for centralized services and groups.

Our Impact by the Numbers

All of our groups are run by regulated health professionals and are completely free, including physiotherapy for eligible referrals.

Most groups are 2-6 weeks long and 1.5-2 hours each session. Some of our groups need a referral from a health care provider and some are open to anyone who lives in Hamilton or the surrounding community. We're excited to be opening more groups up to the general public July 2024.

34,724

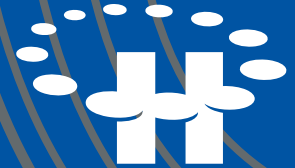
individual visits or group sessions patients had with a Mental Health Counsellor to assess for and treat various mental health problems.

365

patients had visits with a lung health nurse to support patients in managing their COPD/asthma.

1,100

patients had visits to a midwife for sexual/reproductive health services.



Hamilton Family Health Team

Better care, together.



Board of Directors

Hamilton Family Health Team



Nathaniel VandenDool
(Community Board Member)
Chair



Sylvia Welsh
(Community Board Member)



Martin Farrugia
(Community Board Member)



Joann MacLachlan
(Community Board Member)



Sukhpaul Tut
(Community Board Member)



Dr. Al Alipio



Dr. Barbara Bielecki



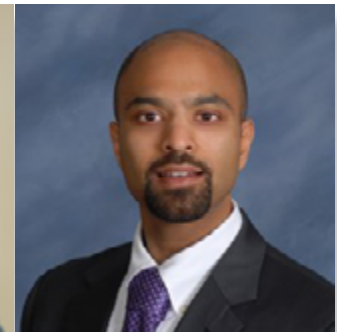
Dr. Stefan Kegel



Dr. Jennifer Martini



Dr. Jordan Wronzberg
Vice Chair



Dr. Ilango Thirumoorthi
Secretary-Treasurer

Sustain & Grow

Messages from Hamilton Family Health Team Chair, CEO & Lead Physician.



"We strive towards our vision of a Healthier Hamilton as we continue to support you in your journey of health and wellness. There are many in our community who do not have primary care services. With our partners and our funders, we are working to grow team-based primary care so that many more people can benefit from care across their lifespan with providers they trust. Our Board and management continue to work together with our community and partners to close this gap for all within our community."

Nathaniel VandenDool *Community Board Member, Chair, Hamilton Family Health Team*



"Health and wellness is a personal journey. It is bigger than care provided by one health team from one organization. Being connected to others in your neighbourhood (a sense of belonging), having clean air to breathe, healthy food to eat, affordable housing and purpose and meaning are vital. As is access to the health care you need close to home and when you need it. This is why we are building relationships for you in our community to make important connections that are meaningful to you, as you involve us in your health and wellness goals. Having a primary care team you can count on for care, answers, supports and connections is our priority. I am most grateful for the work of our compassionate and dedicated teams."

Gloria Jordan *CEO, Hamilton Family Health Team*



"At HFHT, we remain committed to developing an innovative and person-centred primary care system that is responsive to community needs. We value your trust and are working hard to strengthen our ability to meet the comprehensive needs of those we serve while best supporting those who deliver care. I continue to be inspired by the devotion of my family physician colleagues and their clinical teams, and remain most grateful for the opportunity to serve as HFHT's Lead Physician."

Dr. Brian McKenna *Lead Physician, Hamilton Family Health Team*



[Click here to enlarge our "Hamilton Health Ecosystem" graphic](#)

Financial Statements

2023-2024 Income Statement

Hamilton Family Health Team

Statement of revenue and expenses and changes in fund balance – Operating

For the year ended March 31, 2024

	2024	2023
Revenue		
Ontario Health (OH)		
Base funding (note 2)	24,835,716	24,796,626
One-time funding (note 2)	738,200	249,220
Interest	—	11,903
Compass Community Health	255,667	—
	25,829,583	25,057,749
Expenses		
Salaries and benefits (note 4)	22,096,080	21,037,093
Operating	1,664,375	2,177,850
Rent	1,456,628	1,502,246
Equipment lease	108,336	107,591
Insurance	79,297	79,622
Legal and audit	144,687	153,260
Other expenses - Compass Community Health	255,667	—
	25,805,070	25,057,662
Excess of revenue over expenses for the year		
before funding repayable to OH	24,513	87
Funding repayable to OH		
Repayable relating to fiscal 2024	(24,513)	—
Repayable relating to fiscal 2023	—	(87)
Excess of revenue over expenses for the year	—	—
Fund balance, beginning of year	—	—
Fund balance, end of year	—	—

Financial Statements

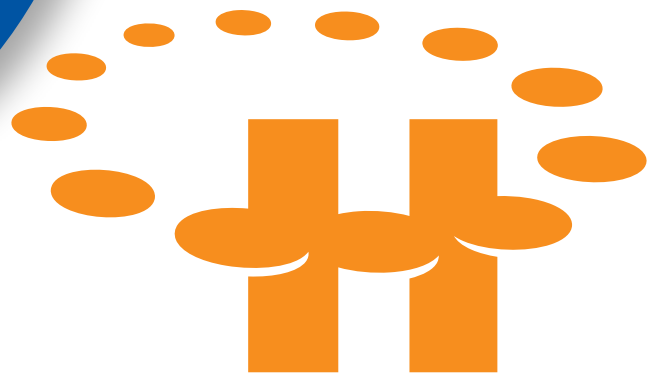
2023-2024 Balance Sheet

Hamilton Family Health Team Balance Sheet – Operating and Greater Hamilton Health Network

As at March 31, 2024

	2024	2023
Assets		
Current assets		
Cash		
Operating Fund	1,664,661	210,228
Short-term investments – Operating Fund	533,744	533,744
Accounts receivable	894,732	467,483
Prepaid expenses	206,786	206,786
	3,299,923	1,418,241
Liabilities		
Current liabilities		
Bank indebtedness		
Greater Hamilton Health Network Fund	490	490
Accounts payable and accrued liabilities	3,187,755	1,330,498
Due to OH (note 2)	112,168	87,743
	3,300,413	1,418,731
Commitments (note 3)		
Fund balances		
Operating Fund	—	—
Greater Hamilton Health Network	(490)	(490)
	(490)	(490)
	3,299,923	1,418,241





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Visit Our Website at:

www.hamiltonfht.ca

Contact Us:

hfhtcommunications@hamiltonfht.ca

905-667-4848

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