



Primary Health Care through time



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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:

- Integrating concepts of Equity, Diversity, and Inclusion (EDI) into our way of being (learn more by [visiting the EDI section of our website](#)), and
- Being a leader in environmental stewardship in healthcare through our Green Initiative (read more on the next page).

A HEALTHIER HAMILTON IN ACTION: OUR GREEN INITIATIVE

HFHT's Green Initiative is a local primary care environmental sustainability project that grew from one clinic in a high-needs neighbourhood of Hamilton. Our "Green Team" has made a substantial contribution to health care delivery in Hamilton and beyond, showing that care that is environmentally responsible is not only beneficial for various health conditions, but is beneficial to our future as a human race.

IN 2022, WE...



Won awards and recognition from 3 provincially and nationally recognized programs



Co-authored a report on environmental sustainability in the Greater Hamilton Health Network (GHHN). The GHHN is the only Ontario Health Team that has sustainability in their strategic plan.

SINCE 2019...



DR. MEGHAN DAVIS, LEAD

16

Teams across Canada have built their own teams and initiatives from our work. We now share a relationship of collaboration and support with these teams.

HFHT'S GREEN INITIATIVE:

- Greening health care through low carbon initiatives
- Greening offices through reduced waste and emissions



TATIANA GAYOWSKY, PROJECT MANAGER

Find out more about our Green Initiative [on our website](#).



OUR VISION:
A healthier Hamilton.

OUR MISSION:

Provide excellent, comprehensive, and collaborative **Primary Health Care** to achieve the best possible health and quality of life for our community.

OUR VALUES:

- Collaboration
- Excellence and Quality
- Community Integration
- Empowered Patients
- Accessible Care



A healthcare worker wearing a black head covering, a light blue surgical mask, and teal scrubs over a white cardigan is sitting and talking to a patient. The patient is wearing a grey Puma hoodie and a light blue surgical mask. The healthcare worker has her hand on the patient's shoulder. In the background, there is a corkboard with a poster that says "POSITIVE SPACE" and a rainbow triangle logo. A computer monitor and keyboard are visible on a desk to the left.

You are our priority

***“ONE PERSON CARING ABOUT ANOTHER
REPRESENTS LIFE’S GREATEST VALUE.”
– JIM ROHN***

MEET OUR PATIENT AND FAMILY ADVISORY GROUP (PFG): REPRESENTATIVES OF OUR COMMUNITY

I JOINED HFHT'S PFG BECAUSE...

Hear what some of our Patient Advisors had to say.

"I feel I have a good deal of insight to offer...If I can be a part of this team, I think I can help identify barriers and ways to improve."

"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."

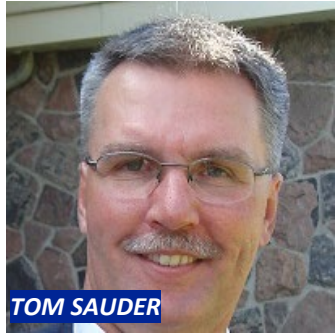
"In my former professional life [working in a hospital], I was fortunate to work with a Patient and Family Advisory Group...I was so impressed with the openness of our Patient Advisors...they truly did help to shape our delivery of health care."

"I have a genuine passion for patient-centred care. One of my strengths is the ability to listen and then use stories or information to facilitate positive change. I am committed to engaging health care providers to support and contribute to meaningful health care solutions."

"My career has allowed me to pursue my passion and remain committed to enhancing the access to quality of care provided with dignity. I am truly excited by the prospect of joining the PFG as I strive to contribute to my community. Supporting HFHT's PFG by using strong strategies to ensure patient and family centric care is delivered with the highest standard of care is important to me."

"This would be an opportunity for me to serve this community."

Find out more about our PFG [on our website](#).



TOM SAUDER



MARIA ANTELO



MINDA RICHARDSON



MICHELE MARKOWSKI



CARLY JONES



BARBARA MARSIC



JOANN MACLACHLIN



ANNA DIFRANCESCO

14,437

individual visits or group sessions patients had with a **Registered Dietitian** to assess and treat health conditions with a nutrition-related component.

75%

of patients who completed **physiotherapy** treatment indicated **significant improvement in functional ability**.

8,059

individual visits patients had with a health professional to get help in **managing their diabetes**.

40,724

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

28

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

95%

of HFHT practice teams implemented **an enhanced medical visit for patients 18 months of age** to ensure **healthy child development**.

452

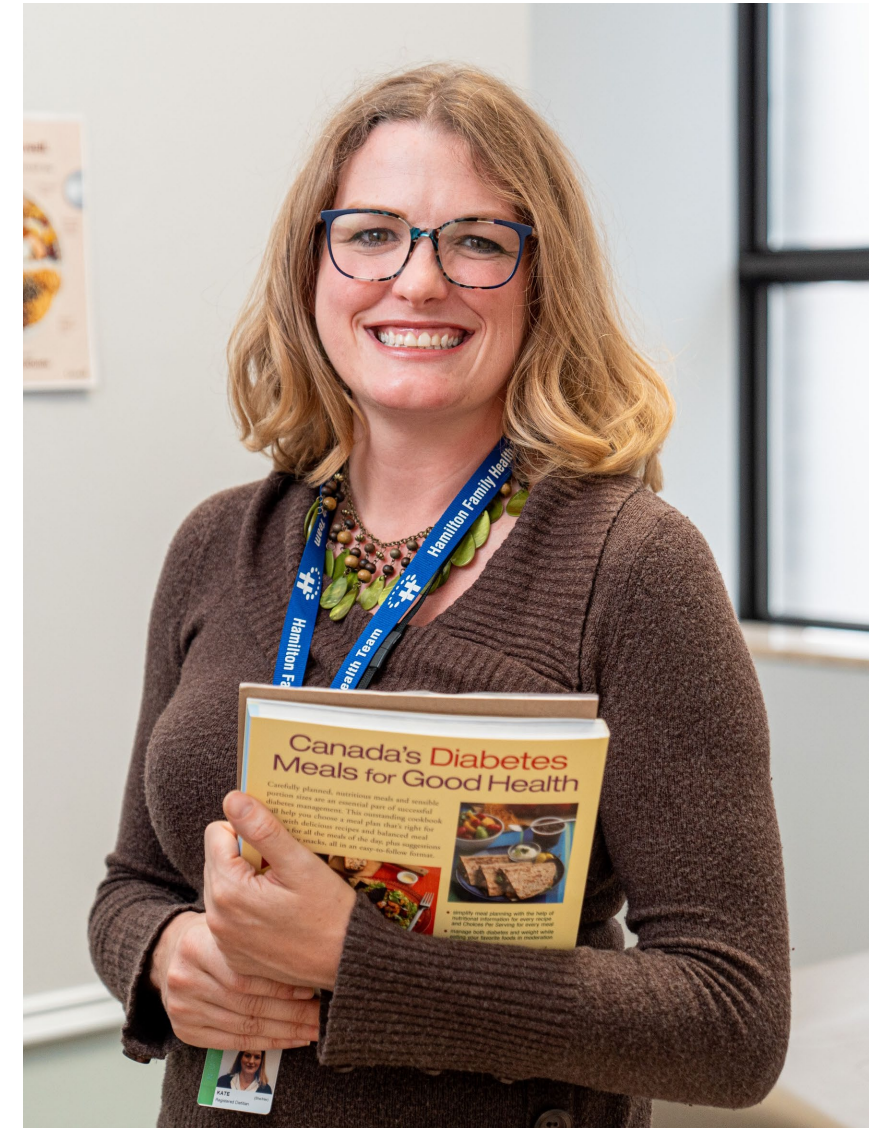
patients with respiratory conditions or who wished to stop smoking **received assessment, treatment, and/or education from a Nurse certified in respiratory education**.

335

individual appointments that patients experiencing chronic pain had with a **Pharmacist to ensure safe and strategic use of opioids**.

10

HFHT practice teams were provided specific support regarding **how to have conversations with patients about a critical illness and/or advance care planning**.



A photograph showing a woman with blonde hair tied back, wearing glasses and a black sweater over a striped shirt, smiling and holding a baby. She is looking towards another woman whose back is to the camera. The setting appears to be an office or a professional meeting. The baby is wearing a blue outfit and looking towards the camera.

Family care over generations

***“FROM YOUR PAST EMERGES THE PRESENT,
AND FROM THE PRESENT IS BORN YOUR
FUTURE.” – MUHAMMAD IQBAL***

At Dr. Creatchman's office, his patients' artwork has become an office keepsake and a marker of passing time.

“In our former office, we used to cover the walls of the exam room with drawings by children [patients]. We supplied piles of paper and markers and the kids loved drawing while they were waiting their turn to see the doctor. They often brought drawings from home or school to share with him,” says Deena Sacks, who is the practice manager at Dr. Creatchman's office.

“When we moved to a new building, we brought the drawings with us and preserved them in scrapbooks. We leave these books in the waiting room and encourage the children to add to them. We continue to offer lots of art supplies to the children,” continues Deena.

Many of the artists in the scrapbooks are still patients of Dr. Creatchman. Some have already graduated from university! When these patients return to Dr. Creatchman's office for medical care, they love looking back at pictures they drew.





BARBARA AND HER FAMILY

Barbara has been a patient at Rosedale Medical Group for over 40 years. Her children have been patients of the practice for their whole lives.

Speaking of her health care team, Barbara says:

“They know me, my family, my history. There is nothing better than getting care from someone who knows you. Relationships are important, especially when it comes to your health and mental health. You need to have someone to talk to when going through something health related, and it helps when it's someone who knows you well.”

[Read more of Barbara's story.](#)

A male doctor with a stethoscope and glasses is talking to a female patient in a clinical setting. The doctor is wearing a blue patterned shirt and has a stethoscope around his neck. The patient is smiling and holding a pen and a piece of paper. The background shows a window with a view of a building.

Provider care over generations

***“LOOK CLOSELY AT THE PRESENT YOU ARE CONSTRUCTING: IT SHOULD LOOK LIKE THE FUTURE YOU ARE DREAMING.”
– ALICE WALKER***

Father-and-son Drs. Allen and Todd Greenspoon share how medicine has been a calling in their family since the early 1900s.

“Family medicine is all I have ever known,” says Dr. Todd Greenspoon, who is the fourth generation in his family to practice medicine. He works alongside his father, Dr. Allen Greenspoon, and six other Family Physicians and their team of allied health professionals. Todd’s grandfather and great-grandfather practiced family medicine in the same area of Hamilton too.

“I can’t imagine being anything else other than a doctor,” says Allen, who has been practicing for nearly 50 years. He has delivered thousands of babies and has been instrumental in leading his team at Hamilton Community Health Centre (HCHC) to provide comprehensive, collaborative, preventative care. “We have designed our practice and built our team in ways that best serve our patients,” Allen says.

For example, the team at HCHC set up a COVID-19 vaccine clinic in their office to run after regular business hours, which involved many late nights and did not provide logistical or financial benefit to the practice. The team did it because they felt it was the right thing to do to help reduce barriers to their patients’ care.

[Read more of Drs. Todd and Allen Greenspoon’s story.](#)



DR. ALLEN GREENSPOON



DR. TODD GREENSPOON



DR. MOHAMAD ALSHURAF



DR. MIKE PRAY

Drs. Mike Pray and Mohamad Alshurafa share the benefits for providers and patients of a planned practice transition.

“Transitioning my practice was a detailed process that had many steps. My patients and I benefited from the support we received from HFHT and others to help me plan my exit,” says Dr. Mike Pray. “Not only did I receive support as the exiting physician, but Mohamad also had a very supportive onboarding process. This made the transition easier for both of us. I couldn’t just walk out the door for ethical, personal, and professional courtesy reasons, plus the fact that there were 1600 patients I had gotten to know and had been taking care of. A supportive, hands-on transition plan was key.”

“For 42 years, Dr. Pray provided exceptional, evidence-based, collaborative care to his patients. He was also the Digital Health Lead for our organization and has been instrumental in advocating for digital improvements in patient care. To carry on his life’s work, both in terms of patient care and digital advocacy, is an honour and a responsibility I take very seriously. I have big shoes to fill,” shares Dr. Mohamad Alshurafa.

[Read more of Dr. Pray and Dr. Alshurafa’s story.](#)



A photograph of three healthcare professionals in a hallway. On the left, a blonde woman in black scrubs with a red stethoscope around her neck looks towards the center. In the middle, a woman with dark hair wearing a floral patterned shirt and a black apron with a stethoscope looks down at a blue folder. On the right, a woman with glasses and blonde hair in black scrubs holds a pink folder and a white pen, looking at the blue folder. The hallway has doors with numbers 4 and 2, an EXIT sign, and various notices on the wall.

**Our commitment to serve
for generations to come**

***“YOUR VISION IS NOT LIMITED BY WHAT
YOUR EYE CAN SEE, BUT BY WHAT YOUR
MIND CAN IMAGINE.” – ELLISON ONIZUKA***



Our Vision: "A healthier Hamilton."

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

Our Values: Collaborative and Interprofessional; Excellence and Quality; Community Integrated Care; Empowered Patients; Accessibility

2022 – 2025 Strategic Plan



Theme 1: Outstanding Patient Experience and Outcomes Priorities

- Improve patient satisfaction and engagement in their care.
- Optimize use of virtual care platforms and digital tools to support patients.
- Identify strategies to support population health and health equity.



Theme 2: Outstanding Provider and Staff Experience Priorities

- Support for provider / staff health and wellness.
- Optimize use of digital tools to support providers.
- Advance equity, diversity, and inclusion (EDI within HFHT).
- Strengthen team engagement, effective communication and interprofessional collaboration.
- Improve orientation and ongoing support of physicians and IHPs.



Theme 3: Organizational Capacity and Performance Priorities

- Advance primary care group / integrated team practices that respond to the local needs of the community.
- Strengthen data analytics and embed QI processes and data-based decision-making.
- Strengthen HFHT governance and leadership.



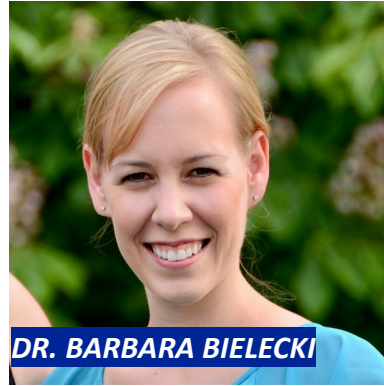
Theme 4: An Integrated Health System for Hamilton Priorities

- Provide leadership in local health and social service integration in collaboration with GHHN partners.
- Improve care coordination, navigation and supported transitions for patients.
- Advance HFHT's Green Initiative and Environmental Sustainability.

OUR 2022-23 BOARD OF DIRECTORS SERVING OUR COMMUNITY



DR. AL ALIPIO



DR. BARBARA BIELECKI



**MARTIN FARRUGIA,
COMMUNITY BOARD MEMBER**



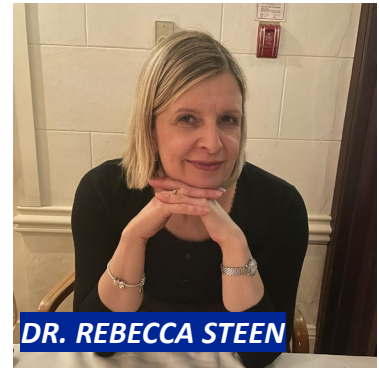
DR. STEFAN KEGEL



DR. JENNIFER MARTINI



**JOANN MACLACHLAN,
COMMUNITY BOARD MEMBER**



DR. REBECCA STEEN



**DR. ILANGO THIRUMOORTHI,
SECRETARY-TREASURER**



**SUKHPAAL TUT,
COMMUNITY BOARD MEMBER**



**NATE VANDENDOOL,
CHAIR**



**SYLVIA WELSH,
COMMUNITY BOARD MEMBER**



**DR. JORDAN WRONZBERG,
VICE CHAIR**

A HEALTHIER HAMILTON: OUR JOURNEY TOGETHER

“The enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being without distinction.” – [World Health Organization, 2021](#)

Hamilton Family Health Team’s vision of “A Healthier Hamilton” is the essence of our day-to-day work. We are committed to be part of your journey towards health and wellness over time.

Since our inception in 2006, Family Physicians, Registered Dietitians, Mental Health Counsellors, Psychiatrists, Pharmacists, Nurses, Clinic Managers, Support Staff, and Leaders have come together to learn with you how best to offer services for you and our community.

You have told us that having a responsive, local primary care team to call on in times of need is a priority for you. You have entrusted us to accompany you and your family over time. This report provides examples of stories of connections.

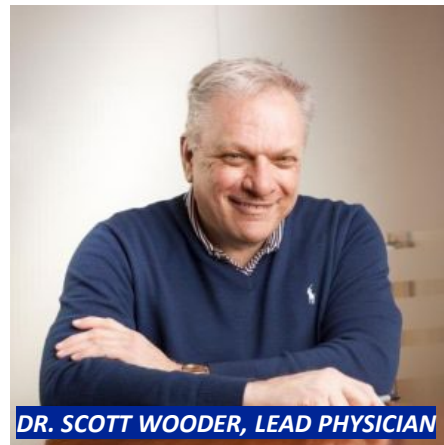
We know that health and wellness require more than a visit to your health care team. It is about being connected to others in your neighbourhood (a sense of belonging), having clean air to breathe, healthy food to eat, and affordable housing. This is why, as an organization, we are building relationships for you in our community so we can connect you in all aspect of health and wellness. We aim to be a place that you can count on for answers and connections as we all work together for a Healthier Community.



GLORIA JORDAN, CEO

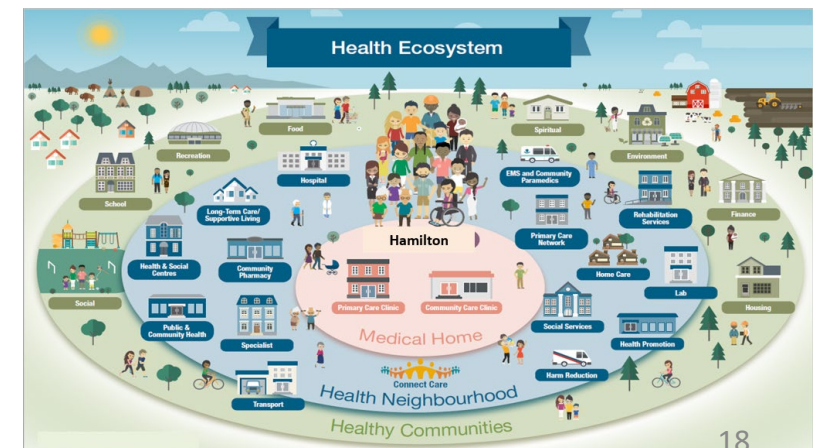


NATE VANDENDOOL, BOARD CHAIR



DR. SCOTT WOODER, LEAD PHYSICIAN

Casting the Vision – Healthier Hamilton



Source: [Health Ecosystem Part 02 Presentation by Alberta Health Services, n.d.](#)



Financial statements

“THE MOST IMPORTANT THING IS TO HAVE A SENSE OF RESPONSIBILITY, COMMITMENT, AND CONCERN FOR EACH OF OUR FELLOW HUMAN BEINGS.” – DALAI LAMA

Hamilton Family Health Team

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

For the year ended March 31, 2023

	2023	2022
Revenue		
Ministry of Health (MOH)		
Base funding (note 2)	24,796,626	24,796,626
One-time funding (note 2)	249,220	—
Interest	11,903	2,836
	25,057,749	24,799,462
Expenses		
Salaries and benefits (note 2)	21,037,093	21,444,353
Operating	2,177,850	1,649,355
Rent	1,502,246	1,470,190
Equipment lease	107,591	55,280
Insurance	79,622	55,066
Legal and audit	153,260	113,695
	25,057,661	24,787,939
Excess of revenue over expenses for the year		
before funding repayable to the MOH	88	11,522
Funding repayable to the MOH		
Repayable relating to fiscal 2023	(88)	—
Repayable relating to fiscal 2022	—	(11,522)
Excess of revenue over expenses for the year	—	—
Fund balance, beginning of year	—	—
Fund balance, end of year	—	—



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

As at March 31, 2023

	2023	2022
Assets		
Current assets		
Cash		
Operating Fund	210,228	436,378
Greater Hamilton Health Network Fund	—	394,904
Short-term investments – Operating Fund	533,744	533,737
Accounts receivable	467,483	615,294
Prepaid expenses	206,786	209,223
	1,418,241	2,189,535
Liabilities		
Current liabilities		
Bank indebtedness		
Greater Hamilton Health Network Fund	490	—
Accounts payable and accrued liabilities	1,330,498	1,455,164
Due to MOH (note 2)	87,743	339,468
	1,418,731	1,794,631
Commitments (note 3)		
Fund balances		
Operating Fund	—	—
Greater Hamilton Health Network	(490)	394,904
	(490)	394,904
	1,418,241	2,189,535



VISIT OUR WEBSITE AT:

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Hamilton Family Health Team