

INNOVATION COMPENDIUM

PATHWAY
2020
INNOVATION



Introduction

Since 2015, our Strategic Plan, Pathway 2020, has guided us along our journey of transforming the community hospital experience and creating exemplary patient experiences, always. Our successes have been plentiful and we have a great deal to be proud of and celebrate. We continue to focus our time, energies and talents on our three strategic priorities of Innovate, Collaborate and Empower.

We believe that innovation helps drive healthcare excellence. Our staff, physicians and volunteers are committed to fostering an environment of continuous learning by embracing a spirit of discovery.

In 2017 Halton Healthcare established an Innovation Fund to support innovation within our three hospitals and community locations. The \$100,000 Innovation Fund provides two categories of grants – small grants valued at \$2,500 or less and larger grants with a value of up to \$10,000 maximum.

The grants are intended to support innovation at Halton Healthcare and must be linked to one of the following 5 innovation imperatives:

1. Improving patient transitions
2. Adopting leading practices
3. Leveraging our ICT and infrastructure investments
4. Ensuring financial sustainability
5. Increasing access to leading-edge technology

The grants are awarded annually and are intended to support our shared vision of providing “Exemplary patient experiences, always”.

Over the past two years we have chronicled our innovative achievements and compiled them into this document – our Innovation Compendium. This compendium is a living document that tracks and chronicles the multitude of exciting innovations that have been implemented at Halton Healthcare.

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People



Artish

Category:

People

Launched:

February 2018

Status:

On-going

Innovation Grant:

No

Location:

GH MDH [OTMH](#)

Contacts:

Claudia Barning

Innovation Imperatives:

n/a

Description:

A one-year pilot program that provides weekly hands-on art programs to youth living with mental illness at the Oakville Trafalgar Memorial Hospital.

Through the program, youth in Halton Healthcare's Child and Adolescent Psychiatric Inpatient Service (CAPIS) and Recovery Through Education for Adolescents and Children of Halton (REACH) programs have access to weekly art workshops that include both discussing and creating art. Led by art teachers and professional art therapists, weekly workshops feature a range of art-making activities, ranging from traditional to digital, that foster healthy self-expression and establish positive self-identities.

Results:

- Discussing and creating art has great benefits for the well-being of patients, including increased self-confidence, empowerment and social engagement.
- Art inside the hospital provides comfort, inspiration and joy and can help in healing or reducing stress.
- Art therapy is one approach that has proven to benefit both mental and physical health.

Articles: www.insidehalton.com search 'Oakville Art-ish program'

Awards: n/a

Additional Notes:

An inspirational and innovative visual arts program designed for youth living with mental illness.

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For more information visit www.haltonhealthcare.com and search 'innovation'



Brief Contact Intervention

Category:
People

Launched:
August 2018

Status:
On-going

Innovation Grant:
Yes

Location:
GH MDH OTMH

Contacts:
Lisa-Marie Burka-Daniels,
Lisa Ford, Dr. Jeremy Butler

Innovation Imperatives:

- Improving patient transitions

Description:

Suicide prevention has always been an important concern in the treatment of mental illness. Unfortunately, we have few evidence-based approaches to this vital issue. While medication and hospitalization have been the mainstay of interventions for safety, a recent meta-analysis has suggested that the only evidence-based intervention to prevent suicide is not a therapy, medication, or hospital-based intervention at all—telephone calls.

Literature dating back over the last 20 years suggests that structured telephone calls over two years after a presentation to an emergency room for suicidal or self-injurious behaviour, has demonstrated better efficacy in reducing completion of suicide. This approach acknowledges that patients that have presented previously with risk for suicide remain at risk longitudinally after their initial presentation. Instead of ignoring that risk, this program hopes to provide ongoing monitoring, re-evaluation, and re-connection with care for months after their clinical contact.

Results:

- Improved patient experience offering a sense of connection
- Improved access to care by re-engaging services if needed and avoiding an ED visit

Articles: www.who.int/bulletin/volumes/86/9/07-046995/en/
www.ncbi.nlm.nih.gov/pubmed/18797646

Awards: n/a

Additional Notes:

Providing evidence-based check-in phone calls over intervals up to 12 months following a presentation to the ED related to a suicide attempt.

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Expansion of COP Initiatives and Workshops

Category:
People

Launched:
2017

Status:
On-going

Innovation Grant:
Yes

Location:
[GH](#) [MDH](#) [OTMH](#)

Contacts:
Jennifer Morgan,
Jackie Roberts

Innovation Imperatives:

- Adopting leading practices

Description:

Healthcare organizations depend on administrative assistants to handle office tasks essential for offering enhanced patient care and experience. Applying industry best practices of customer service, a skilled administrative assistant helps patients enjoy a streamlined care experience.

The Community of Practice (COP) for Administrative Professionals at Halton Healthcare began in 2013. The COP Steering Committee's mission is to provide ongoing training events and curriculum development for administrative and clerical staff. This provides an opportunity for members to learn, network and share with one another.

An annual membership fee to join the COP allows administrative/clerical professionals to access learning opportunities for their personal development improve their leadership skills and broaden their professional and personal networks. Membership provides individuals with ongoing training, events, tools and techniques that today's admins need to achieve optimal productivity. New skills, best practices, and strategies learned, can be implemented right away and be shared with colleagues.

In 2018 the COP expanded to offer memberships to administrative/clerical staff of surrounding GTA healthcare organizations. In addition, the Steering Committee seeks corporate sponsorship of initiatives and workshop events which will in turn become a revenue-generating source for Halton Healthcare.

Additional Notes:

The creation of a COP has enabled administrative / clerical professionals to access learning opportunities for their personal development, broaden their professional and personal networks and expand their offerings to other GTA healthcare organizations.

Results:

- Membership fees are revenue generating
- Results tracked through post-event surveys, annual satisfaction survey, feedback, etc.
- Increased work satisfaction and employee retention
- Continuous learning allows for employee growth; and inspires high performance and career success

Articles: n/a

Awards: n/a

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Kailo Wellfest

Category:
People

Launched:
2005

Status:
On-going

Innovation Grant:
No

Location:
GH MDH OTMH

Contacts:
Louisa Nedkov

Innovation Imperatives:
n/a

Description:

Wellfest is an annual event, sponsored by Nature's Emporium (a premier health food retailer), at two of the Halton Healthcare hospitals. The goal of Wellfest is to promote a healthier lifestyle, provide a fun and educational event for both staff and the general public as well as introduce nutritious food options.

Held in the public cafeterias, this trade show features a large variety of organic foods and products for both the staff and the general public to sample and purchase. The vendors participate by offering well-priced healthy lunch 'specials' during this event.

Free reiki, reflexology, massages and mini-makeovers are also provided to help staff leave energized for the day.

Also included are booths promoting the hospital's Business Development products and the services available from the other on-site food vendors.

Results:

- The response to these events has been overwhelmingly positive from both the vendor and the participant perspective.
- Oakville Trafalgar Memorial Hospital 22 vendors participated including Gallerie au Chocolate, Tonica, Hail Merry Snacks and Hippie Snacks. Approximately 800 in attendance.
- Milton District Hospital 11 vendors participated including Nuts for Cheese, Bio-K, De La Terre Bakery and Tonica. Approximately 400 in attendance.

Articles: n/a

Awards: n/a

Additional Notes:
n/a

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OTMH Art Council & Walking Art Tour Guides

Category:
People

Launched:
February 2018

Status:
On-going

Innovation Grant:
No

Location:
GH MDH [OTMH](#)

Contacts:
Sharon Norris

Innovation Imperatives:
n/a

Description:

An art collection may not be the first thing that comes to mind when thinking of a hospital, however, art provides comfort, inspiration and joy and support healing and reduce stress. This is why planning for the New Oakville Hospital included the creation of an Art Council. Led by a local volunteer curator, its membership is supported by local art enthusiasts and Halton Healthcare staff members. Set up in 2015, the OTMH Art Council builds on the hospital's existing art collection and relies on donors, artists and community support to bring arts into the healthcare setting.

The OTMH Art Council aims to create a warm and inviting space for those who visit the hospital through thoughtful moments of art. With leadership from individuals representing Oakville's cultural community, the Art Council serves to enhance the healing environment, promoting interaction and connection with art to support holistic health. The Art Council builds its art collection with donations of original pieces from professionally recognized artists of local and national significance, and with financial contributions to support the purchase of artworks. Focusing on subject matter that dignifies life and promotes healing, the Art Council recognizes and values the therapeutic effects of art experiences.

The exhibitions are changed on an annual basis and are supported by a special Art Tour Guide that is made available to those interested in taking a self-guided walking tour of the exhibition. The guide is also available on the website and can be downloaded.

Additional Notes:
n/a

Results:

- Art provides comfort, inspiration and joy and can support healing and to reduce stress
- Art displays can help address a common challenge in hospitals—finding your way around
- A 2011 University of London study found that when subjects saw a beautiful painting, blood flow increased 10 per cent to the joy response part of the brain, similar to when you see a loved one. The findings show that visual art has a strong, positive physiological effect on the brain
- The Cleveland Clinic recently found that more than 60 per cent of patients reported a reduction in stress from the hospital's contemporary art collection

Articles: New Art Exhibition 2019 News Release
New Art Exhibition Oakville News

Awards: n/a

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Project SEARCH

Category:
People

Launched:
September 2019

Status:
On-going

Innovation Grant:
Yes

Location:
GH MDH [OTMH](#)

Contacts:
Jim Feyerer

Innovation Imperatives:

- Adopting leading practices

Description:

Project SEARCH is a success-oriented, proven transition-to-work program for students with disabilities in their last year of high school. It is a unique, business-led, one-year employment preparation program that takes place entirely at the workplace, in this case at Oakville Trafalgar Memorial Hospital (OTMH).

Starting in September 2019, Halton District School Board (HDSB) will accept 12 eligible students into Project SEARCH Halton which will combine instruction, career exploration, and hands-on training through three worksite internship rotations throughout the regular school year. Several departments and roles will be considered for internship placements starting Fall 2019. Project SEARCH has 600 sites worldwide and was first developed at Cincinnati Children's Hospital Medical Center.

Halton Healthcare partners in this project include: Halton District School Board, CUPE Local 815, Community Living, Autism Lifepath, Development Services Ontario, Centre for Skills Development, Autism Job Club and Distinctability and OTMH.

Results:

- n/a

Articles: <https://www.insidehalton.com/news-story/9171203-project-search-has-found-a-home-at-oakville-trafalgar-memorial-hospital/>

Awards: n/a

Additional Notes:

Students who have disabilities participate in a year-long employment preparation program based at OTMH.

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For more information visit www.haltonhealthcare.com and search 'innovation'



Schwartz Centre Rounds

Category:
People

Launched:
September 2018

Status:
On-going

Innovation Grant:
Yes

Location:
[GH](#) [MDH](#) [OTMH](#)

Contacts:
Dr. Stephen Chin,
Louisa Nedkov

Innovation Imperatives:

- Improving patient transitions
- Adopting leading practices

Additional Notes:

We are one of the first community hospitals in Canada to host 'Schwartz Rounds' for our staff and physicians which encourages them to host sessions to discuss the emotional and social impact of the work they do.

Description:

Halton Healthcare is one of the first community hospitals in Canada to host 'Schwartz Rounds' for its staff and physicians. The Rounds provide a forum for healthcare workers to discuss the emotional and social impact of the work they do. The Rounds were made possible through Halton Healthcare's internal innovation grants program with support from our hospitalist physicians and Kailo wellness program.

Schwartz Rounds provide a multidisciplinary forum where caregivers discuss difficult emotional and social issues that arise in caring for patients. The Schwartz Centre for Compassionate Healthcare is leading the movement to bring compassion to every patient-caregiver interaction and thereby improve upon the caregiver-patient relationship. Schwartz Rounds were developed by the Boston-based Schwartz Centre and have been implemented in over 500 organizations throughout the world.

Results:

Schwartz Rounds have been clinically proven to reduce stress, help prevent burnout/compassion fatigue and enhance patient care among healthcare providers.

- First session September 2018: 175 Allied Health staff, physicians, nurses and non-clinical staff were in attendance. Staff who attended the first Round indicated that it helped them to feel more open in expressing their thoughts and feelings with their colleagues which in turn helps them to be more empathetic and understanding toward patients and co-workers.
- Second session December 2018: 130 people were in attendance and the feedback was 100% positive.

Articles: n/a

Awards: n/a

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Touch Point Dining Inpatient Room Service

Category:
People

Launched:
February 2019

Status:
On-going

Innovation Grant:
No

Location:
[GH](#) [MDH](#) [OTMH](#)

Contacts:
Marianne Katusin

Innovation Imperatives:
n/a

Description:

Touch Point Dining is an innovative meal ordering system available to patients that allows them to self-order their meals through the bedside patient entertainment system (TV monitor) in their rooms. Like the name implies, the system allows patients to order their meals by touching the screen mounted next to their bed. The choices available consist of clinically valid menu items relayed from Computrition's sophisticated Hospitality Suite dietary software. Orders are processed by the Hospitality Suite technology and the food is delivered to the patient's room by Food Services staff.

Touch Point Dining seamlessly transfers information between the dietary software and the patient entertainment system. Patients see only menus specific for them, with allergies and restricted food items removed, ensuring that menu offerings are appropriate for their therapeutic diets.

Self-ordering through the Touch Point Dining system provides patients with the opportunity to participate in their own care with the power to decide what and when they want to eat, eliminating the need to wait on the phone for staff to take their orders.

This patient-centered dining experience gives patients the flexibility to control their own meal selections and reminds them of the comfort and freedom of being home.

Additional Notes:

Building on the success of Halton Healthcare's Call to Order room service program, the electronic Touch Point Dining system enhances the patient experience by empowering patients to participate in their own care by ordering their own food from their own bedside patient entertainment system terminal (TV monitor).

Results:

- Enhanced patient meal experience gives patients control of their meal ordering which positively affects patient satisfaction scores
- Reduced food waste by delivering food that patients request and want to eat
- Reduced requirement for patient to rely on direct staff interactions to order meals
- Reduced cost of printing and distributing paper menus
- Improved efficiency of the entire meal delivery process

Articles: www.hospitalnews.com/call-to-order-new-room-service-food-delivery-system/
www.nourishhealthcare.ca/marianne-katusin/
www.insidehalton.com/community-story/7541396-milton-district-hospital-dishes-out-new-feature-room-service/

Awards: n/a

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Communication



Emergency Department (ED) Dashboard

Category:
Communication

Launched:
February 2019

Status:
On-going

Innovation Grant:
No

Location:
[GH](#) [MDH](#) [OTMH](#)

Contacts:
Darcy Brown-Farrell

Innovation Imperatives:
n/a

Description:

The ED Dashboard tracks Emergency Department care and provides quick updates on patient numbers, where they are and wait times, at a glance.

Halton Healthcare launched the ED Dashboard in May 2019 with three posted indicators displayed on TV monitors for people waiting in the Emergency Department. The data is refreshed every 15 minutes. Due to rapidly changing demands and the need to see the sickest patients first, those waiting in the ED may have to wait less or more than the time displayed on the monitors.

The indicators include:

- Total number of patients currently in the ED
- Number of patients waiting to see a healthcare provider
- Estimated time to see a healthcare provider

Results:

The data will help to inform patients and families of potential wait times and help with expectation setting.

Articles: n/a

Awards: n/a

Additional Notes: n/a

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Process Improvement



Medication Reconciliation

Category:
Process Improvement

Launched:
February 2018

Status:
On-going

Innovation Grant:
No

Location:
[GH](#) [MDH](#) [OTMH](#)

Contacts:
Cathy Goacher,
Claire Latto-Hall

Innovation Imperatives:
n/a

Description:

Medication reconciliation is an interprofessional formal process requiring a team approach among patients and families, prescribers, nurses and pharmacy staff to create the most accurate list possible of all medications a patient is taking – including drug name, dosage, frequency, and route. This list is then compared against the prescriber's admission, transfer and/or discharge orders, with the goal of providing correct medications to the patient at all transition points within the hospital (Institute for Healthcare Improvement, 2019).

An accurate medication reconciliation promotes safe and appropriate use of medication by avoiding errors of duplication, omission, transcription, drug-drug and/or drug-disease interactions.

Through use of our Visibility tracking system we have piloted the use of a Medication Reconciliation icon which is visible at the time of patient admission and indicates whether Medication Reconciliation at admission is outstanding, and if so, what step we are working on. Once all steps have been completed, the icon will disappear. The system provides reports regarding the completion of Medication Reconciliation, supporting real time feedback to departments by day, week or month.

Results:

- Improved patient experience by reducing repetitive questions to patients regarding home medications and providing an updated list of medications at the point of discharge.
- Compliance of Medication Reconciliation at Admission has increased by 21.9% from baseline for areas that have implemented the icon in the Visibility tracking system. Average compliance is now 85%.
- Halton Healthcare will be submitting this innovation as a Leading Practice with Accreditation Canada.
- Corporate implementation is planned for Spring 2019 for all in-scope inpatient areas across all three hospitals.

Articles: n/a

Awards: n/a

Additional Notes:

Implementing an automated visual icon to track the status and progress of each admitted patient's medication reconciliation.

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Operational Readiness Framework

Category:
Process Improvement

Launched:
2012

Status:
Completed

Innovation Grant:
No

Location:
[GH](#) [MDH](#) [OTMH](#)

Contacts:
Redevelopment Office

Innovation Imperatives:
n/a

Description:

Structured operational readiness is a relatively new concept in the delivery of hospital infrastructure projects. Halton Healthcare was the first Canadian hospital to develop a comprehensive operational readiness transition planning framework that identified all of the tasks required to initiate, plan, activate, execute, monitor and close out the operational readiness components of infrastructure redevelopment projects in an efficient, safe and cost effective manner.

The framework is divided into sections in a cross-functional flow chart and is scalable to project size and adaptable to project complexity. The components include: application of change management theory; creation of a detailed process flow map that outlines steps in the readiness and transition plan process; and, alignment of both the change management process and the project flow map with project management steps.

Implementation of the framework was essential to the success of our three capital infrastructure projects, the most significant of which included the safe and seamless relocation of all programs and services from the legacy Oakville Trafalgar Memorial Hospital (OTMH) to a new state-of-the-art facility. The organization celebrated the completion of its first capital project in 2013 with the opening of a new Emergency Department at Georgetown Hospital. In 2015, more than 270 patients were safely and seamlessly moved 10 km from the legacy hospital to the new OTMH. Less than two years later, the organization completed another successful move which included the relocation of 43 patients into the expansion at Milton District Hospital.

Results:

Numerous articles submitted to industry publications have shared our experience, methodologies and processes. An article featured in Healthcare Quarterly shared our success with simulation of decentralized patient care environments at our legacy Oakville location. We have been sharing our experiences in implementing successful redevelopment projects extensively including welcoming interested colleagues from around the world.

Articles: www.longwoods.com/publications/healthcare-quarterly

Awards: n/a

Additional Notes:

An operational framework that identifies all of the components required for infrastructure redevelopment projects.

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Financial



Technology & Equipment



High Flow First

Category:

Technology & Equipment

Launched:

February 2018

Status:

On-going

Innovation Grant:

Yes

Location:

GH MDH [OTMH](#)

Contacts:

Stephen Buziak
Laureen Taylor
Indy Sahota

Innovation Imperatives:

- Improving patient transitions
- Increasing access to leading-edge technology

Description:

High Flow First is an early respiratory intervention created for admitted chronic obstructive pulmonary disease (COPD) patients to enhance the recovery from acute exacerbation. Nasal High Flow (NHF) is our opportunity to change the typical course of respiratory care to prevent escalation and improve patient care and outcomes.

NHF therapy provides a flowrate of oxygen & air that is greater than what the patient is working to achieve on their own. When experiencing an exacerbation, a COPD patient's work of breathing (WOB) increases. Providing NHF therapy results in less work that the patient has to do, making breathing easier. The oxygen and air that the patient is breathing is heated and humidified to provide warm, humidified air which not only makes this therapy comfortable while reducing WOB, but also promotes clearance of secretions.

Providing this therapy as soon as possible to our admitted COPD patients, assists with an earlier recovery from the exacerbation which helps to improve their successful discharge while minimizing their length of stay.

Results:

- Improved patient experience
- Enhanced exacerbation recovery post treatment Chronic Respiratory Questionnaire
- Partners include C.AIR Home Oxygen Program, Canadian Home Healthcare

Articles: www.ncbi.nlm.nih.gov/pmc/articles/PMC5909797/pdf/copd-13-1195.pdf

www.atsjournals.org/doi/full/10.1513/AnnalsATS.201706-425OC?url_ver=Z39.88-2003&rfr_id=ori%3Arid%3Acrossref.org&rfr_dat=cr_pub%3Dpubmed#readcube-epdf

www.thorax.bmj.com/content/71/8/759

[www.resmedjournal.com/article/S0954-6111\(10\)00007-7/pdf](http://www.resmedjournal.com/article/S0954-6111(10)00007-7/pdf)

Awards: n/a

Additional Notes:

Providing Nasal High Flow therapy to admitted COPD patients for the duration of their stay.

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Facility



Brief Assessment Service

Category:

Facility

Launched:

December 2015

Status:

On-going

Innovation Grant:

No

Location:

GH MDH [OTMH](#)

Contacts:

Lisa-Marie Burka-Daniels
Dr. Jeremy Butler

Innovation Imperatives:

- Adopting leading practices

Description:

Upon moving into the new Oakville hospital, a specialized zone was designated for mental health patients to be staffed by mental health professionals at all times. Patients present to triage and if the presenting complaint is related to a mental health concern and there are no medical concerns, patients are sent straight to the Brief Assessment Service. An assessment including a risk assessment, mental status exam, collateral information etc. is conducted by a mental health nurse and reported off to the ED physician. Dispositions regarding discharge with urgent care clinic appointment or other follow up or consult to psychiatry is determined in partnership with both ED physician and MH nurse.

The space includes five individual rooms, a shower room, patient and staff washrooms, waiting area and care station.

Results:

- Improved patient experience
- Improved quality of care for patients
- Decreased use of restraints, seclusion and security
- Decreased hand-over time for police
- Decreased stay in the ED

Articles: www.hopkinsmedicine.org/news/articles/the-changing-dynamics-of-emergency-psychiatric-care

www.ncbi.nlm.nih.gov/pmc/articles/PMC3935777

Awards: n/a

Additional Notes: A self-contained zone of the Emergency Department that provides specialty mental health care provided by mental health professionals.

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Solar Power Generating Station

Category:

Facility

Launched:

2015

Status:

Completed

Innovation Grant:

No

Location:

GH MDH [OTMH](#)

Contacts:

n/a

Innovation Imperatives:

n/a

Description:

Installed in 2015 as a shading canopy over the hospital's parking garage, the system's 1,870 solar panels produce approximately 750,000 kilowatt-hours of electricity. The solar array, made of crystalline silicon, is fed directly into the electrical grid—connecting the hospital to Ontario's electrical grid.

The array and its installation were made possible through a donation by Hatch LTD and is estimated to provide Halton Healthcare, through the Oakville Hospital Foundation, with more than \$5 million in revenue over a period of 20 years.

Results:

Each year the electricity generated from the array provides enough electricity to power approximately 80 homes or to drive an electric car around the world 90 times.

Articles:

www.hatch.com/en/About-Us/News-And-Media/2015/12/Hatch-announces-completion-of-solar-roof-at-new-Oakville-hospital

www.hatch.com/en/About-Us/About-the-Company/Community-involvement/Oakville-Trafalgar-Hospitals-new-rooftop-solar-array

building.ca/hatch-donates-solar-roof-to-new-oakville-hospital

www.newswire.ca/news-releases/hatch-makes-a-difference-in-the-oakville-community-using-silfab-solar-modules-518042411.html

Awards: n/a**Additional Notes:**

Installation of a state-of-the-art solar system for the new Oakville Hospital with best-in-class energy components which provides the hospital with generous cost savings over multiple years.

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Healthcare
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Centennial