

Value Partnerships in Canada

**Tailored solutions that go beyond
technology management**

siemens-healthineers.com/value-partnerships

“The Canadian healthcare system is complex, consisting of ten provincial and three territorial governments – each with unique structures. These regions face individual challenges, as well as broader issues across the board. Our healthcare organizations are looking for industry relationships to enhance their capabilities and efficiency, and Ontario has been a frontrunner for Value Partnerships in the country.”

Jason Doyle, Head of Siemens Healthineers Enterprise Services, Canada



Across Canada, Siemens Healthineers is partnering with healthcare facilities, academic institutions, and non-profit organizations. These collaborations have helped local health systems manage their technology needs, including equipment upgrades and replacements. Additionally, Siemens Healthineers offers guidance and advisory expertise in developing operational workflows to optimize utilization of both technology and staff. These comprehensive agreements, called Value Partnerships, are aimed at transforming care delivery and improving patient outcomes and experience.

In the province of Ontario, Value Partnerships have helped healthcare organizations to develop and implement tailored solutions required to address their unique challenges and enhance their clinical offerings. The healthcare provider organizations profiled below have leveraged Value Partnerships to improve outcomes and enhance the experience for both patients and staff. These case studies underscore the importance of technology procurement, installation, replacement, and optimization:

- **William Osler Health System, Ontario**
- **Hamilton Health Sciences, Ontario**



The Canadian healthcare landscape

Co-creation with an expert partner

Success stories in Canada

William Osler Health System, Ontario

Hamilton Health Sciences, Ontario

How can Value Partnerships help you?

Voices of Value Partnerships



The Canadian healthcare landscape

Signed into law in 1985, the Canada Health Act established publicly funded healthcare across the country.^{1,2} Although Canadian Medicare is universal, the 10 provinces and three territories assume responsibility for local healthcare funding, administration and delivery.¹ The local implementation required to address the nuances of each province and territory ultimately leads to significant cross-country variation in how healthcare is delivered.

Through local and federal funding, Ontario provides public healthcare to a population of more than 15 million people in both urban and rural areas.^{3,4} The healthcare system covers similar needs to the rest of the Canadian provinces and territories. Patients can expect to be covered for visits to the doctor or a hospital, as well as for procedures such as in-hospital dental surgery. Public healthcare also offers partial coverage on optometry, podiatry, emergency travel, and pharmacy services for patients below 25 years of age or older than 65.⁵

However, public healthcare plans do not cover every patient need. Private plans – either through an employer or purchased independently – provide supplemental coverage in Ontario. These extended health plans cover expenses outside of universal healthcare like vision and dental, outpatient prescriptions, rehabilitation services, and private hospital rooms.⁶

Canadian healthcare is about 70% publicly funded.⁷ This funding makes up most of the budget for operational expenses within an organization and allows facilities to pay for staff, medications, and patient care.⁸ Capital expenditures are more limited, however, with financing from philanthropy and grants. These additional funds, which make up a smaller percentage of the health system's overall budget, are typically used for infrastructure upgrades, equipment purchases and other large institutional expenditures.⁸

Strategic industry partnerships enable healthcare organizations to bundle medical technology purchases and upgrades with its ongoing operational expenses. This means greater financial stability and predictability.

As an industry partner, Siemens Healthineers works with health systems to optimize clinical offerings and operational workflows based on the needs of each facility. Value Partnerships take the complete picture of the local healthcare landscape into account and often include financing for larger equipment purchases. In practice, this translates to deeply customizable and financially viable solutions based on regional trends. Below, we detail successful collaborations with William Osler Health System and Hamilton Health Sciences (HHS) that met the needs of each organization within the nuances of the larger Ontario healthcare system.



Co-creation with a trusted partner

Value Partnerships founded on knowledge and trust

Siemens Healthineers Value Partnerships are long-term, performance-oriented, collaborative relationships that are uniquely centered around co-creation to address customer needs. These collaborations are founded on trust.

Siemens Healthineers brings a combination of clinical insight, medical technology innovation, strategic vision, implementation expertise, and operational excellence to the table. And because we operate in a partnership model, you can trust that we are as invested in your success as you are – because your goals are our goals.

The organizations profiled here have a wide variety of goals – improving staff education, streamlining workflows, maximizing capacity, and resolving backlogs – but they are all motivated by the same underlying need: to deliver high-quality, financially sustainable patient care. Explore the key advantages of Value Partnerships with Siemens Healthineers on the following pages.



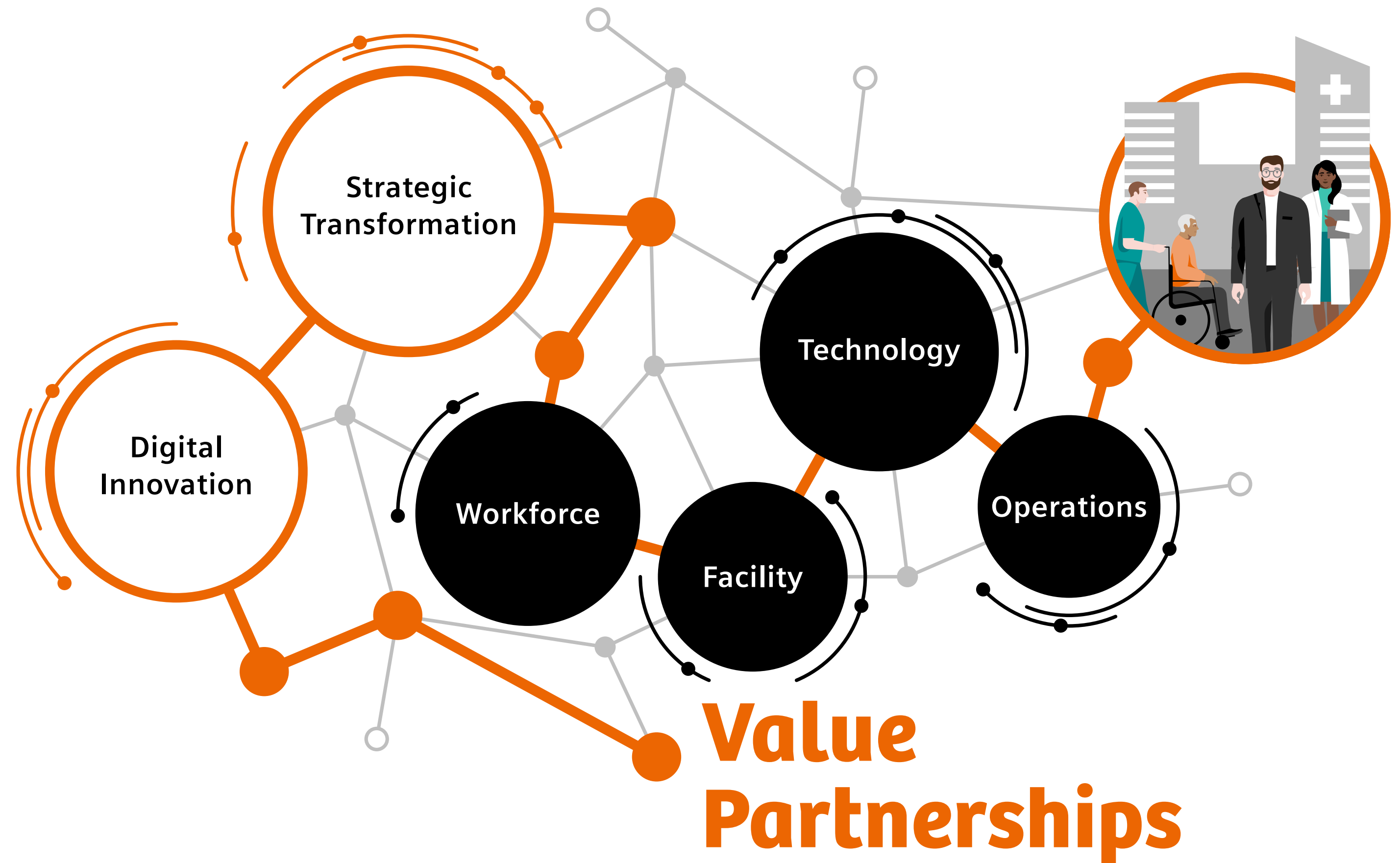
Siemens Healthineers has a robust portfolio of services available under the Value Partnerships umbrella. These relationships center on specific domains within healthcare to enhance enterprise-wide value. Together with our healthcare partners, we can drive better performance, efficiency, and innovation with:

- Technology
- Operations
- Workforce
- Facility

Additionally, Value Partnerships leverage holistic and transformative initiatives for excellence through:

- Strategic Transformation
- Digital Innovation

Always with you, your patients and community at the heart of everything we do.



Public-Private Partnerships

Siemens Healthineers partners with health systems and governments around the world to develop, expand, and improve healthcare.



Value Partnerships success stories

Excellence in action

- William Osler Health System, Ontario
- Hamilton Health Sciences, Ontario



Ontario

William Osler Health System

Services beyond technology management



Value Partnership summary

William Osler Health System

Institutions:

- Etobicoke General Hospital
- Brampton Civic Hospital
- Peel Memorial Centre for Integrated Health & Wellness

Public/private:

Public

Beds:

900

Duration of Value Partnership:

15 years

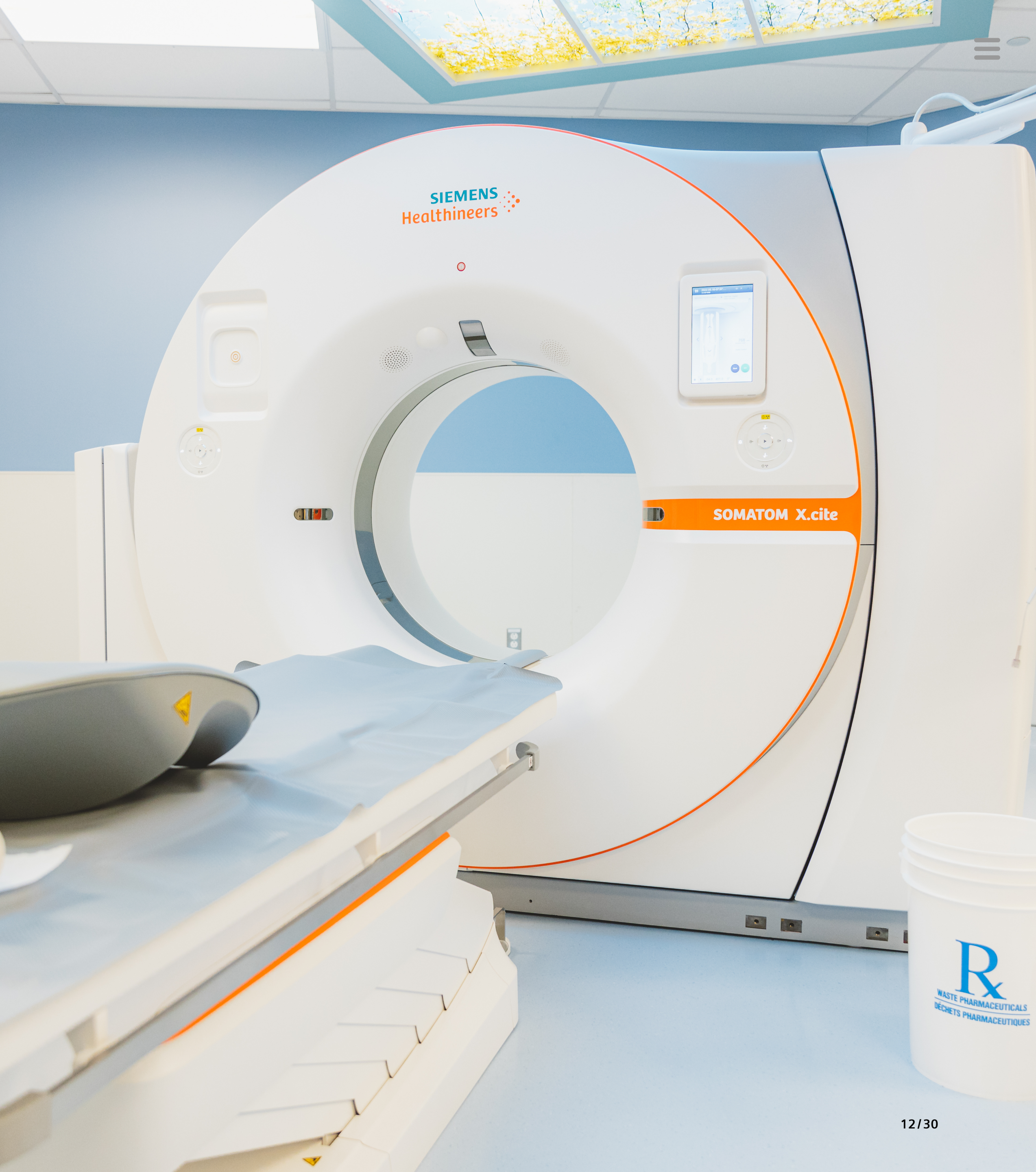
Key services

- 100% financing for diagnostic imaging technology through Siemens Healthineers
- Management of a total of 181 technology systems from 18 different vendors
- Equipment procurement, with 38 requests for proposal (RFPs) circulated so far
- Onsite training and technical support to maximize throughput and optimize workflows

Benefits

- Replacement of nearly 90% of all technology under contract to date
- Optimized care with new technology to improve patient outcomes and experience
- Technology provision for a state-of-the-art facility to attract top-quality staffing talent
- Handling of all procurement needs, freeing up leadership to pursue other priorities





William Osler Health System (Osler) is an expanding healthcare provider serving patients in Ontario. In 2017, its first two hospitals, Etobicoke General and Brampton Civic, were joined by a third facility, Peel Memorial. The addition of the new hospital presented both clinical and financial challenges to the growing system. As patient volumes increased, the organization prioritized the acquisition and management of diagnostic imaging technology.

The growing health system faced a classic dilemma – how could it maintain a high standard of care for more patients while managing costs? A Value Partnership provided financial, clinical, and operational expertise with complete transparency.

Siemens Healthineers understood the challenges facing each facility, and the team brought a wealth of experience to guide the health system. They also financed all new medical technology, which gave Osler the flexibility to classify equipment purchases as operating expenses rather than capital expenses. Today, 87.8% of all technology under contract has been replaced as part of the partnership.

The multi-vendor agreement covers the procurement, installation, replacement, and optimization of new and existing technology. It also includes software upgrades, staff training, and even room renovations to maximize efficiency. Additionally, the Value Partnership provides remote imaging capabilities to improve access to diagnostic information, leading to better clinical outcomes for patients and better work-life balance for the staff.⁹



Modernizing Peel Memorial through a combined Public-Private Partnership and Value Partnership

Peel Memorial Centre for Integrated Health & Wellness is part of the William Osler Health System, one of Ontario's largest hospital corporations. Peel Memorial is an ambulatory hospital that provides the residents of Brampton, Ontario and surrounding communities specialized health care services in a modern, and well-equipped facility. The new Peel Memorial Hospital includes a multi-story tower with 250 inpatient beds with additional space to build more in the future. The site also offers a range of outpatient services and day programs. The Urgent Care Centre at Peel Memorial transitioned to 24/7 service later in 2022, setting the stage for a second full Emergency Department in Brampton.

The Peel Memorial project is a part of a larger Public-Private Partnership (PPP) project that has been undertaken at Osler.

Public-Private Partnerships (PPPs) in healthcare

Public-Private Partnership (PPP) arrangements in healthcare are governed by the same factors as PPPs in other industries, however, the complexity and high stakes of healthcare PPP projects create additional demand and necessitate the need for specific expertise from potential industry partners such as Siemens Healthineers. The rapid pace of advancement in healthcare technologies such as new imaging modalities, new precision treatment techniques, and a constantly evolving understanding of health and disease make predicting future needs more complicated and demand approaches to future-proofing facilities that go beyond actuarial assessments. Early engagement of a qualified partner with demonstrated domain specific expertise will, ultimately, deliver a more successful project. The choice of an industry partner in healthcare PPPs is amongst the most important decisions a sponsoring organization will make.

When asked about the value of having a Value Partnership with Siemens Healthineers for the imaging technology areas of this PPP project Mr. John Drost, Director, Construction Capital Development had this to say: “Siemens Healthineers delivered multiple benefit to our Peel Memorial construction project. First of all, the streamlined communication channel ensured an effective and efficient collaboration. Once the Project Specific Output Specifications (PSOS) had been developed, the proper requirements for space and infrastructure were outlined in the PSOS by the Project Delivery Company,”.

During the Design Development, the requirements in PSOS were validated and reviewed with Siemens Healthineers to ensure the Design Development and Construction Documents reflected the staff and patient needs regarding technology and workflows. Prior to technology installation, the department layout review with both the users and Project Company was completed. The involvement of Siemens Healthineers at this point in the process allowed for appropriate space development and made certain that the equipment was delivered into a ready environment. Siemens Healthineers then coordinated the

implementation, testing and commissioning of the imaging technology in close alignment with Osler and the Project Company.

“The experience working with Siemens Healthineers differs from the usual technology procurement process,” continued John. “Engaging in a Value Partnership, as part of the PPP, provided us with one, centralized contact for all diagnostic imaging related topics, streamlining and simplifying the review process.”

This, ultimately led to a superior outcome.

“Our experience with the Siemens Healthineers team has been very positive, as we were dealing with knowledgeable people, jointly working to tight deadlines and a true partnership for technology management.”

John Drost, Director, Construction Capital Development,
William Osler Health System



Benefits of trust and partnership

Siemens Healthineers has worked side-by-side with William Osler Health System to create a mutually beneficial relationship. This Value Partnership has optimized the diagnostic imaging technology available at each facility – all while meeting the financial requirements of the overall health system.

“Based on the amount of equipment we have at Osler and the frequency at which we are going through procurement, it would take up a significant portion of the leadership team’s time. So, it’s a benefit to have the team at Siemens Healthineers manage that process. As a result, we have a considerable amount of capacity to focus on other priorities.”

Aimee Langan, Director, Diagnostic Imaging and Laboratory Services, William Osler Health System



Hamilton Health Sciences

Streamlining operations
and reducing costs



Value Partnership summary

Hamilton Health Sciences

Institutions:

- Hamilton General Hospital
- Juravinski Cancer Centre
- Juravinski Hospital
- McMaster Children’s Hospital
- McMaster University Medical Centre
- Regional Rehabilitation Centre
- Ron Joyce Children’s Health Centre
- St. Peter’s Hospital
- West End Clinic/Urgent Care Centre
- West Lincoln Memorial Hospital

Public/private: Public

Beds: 1,200

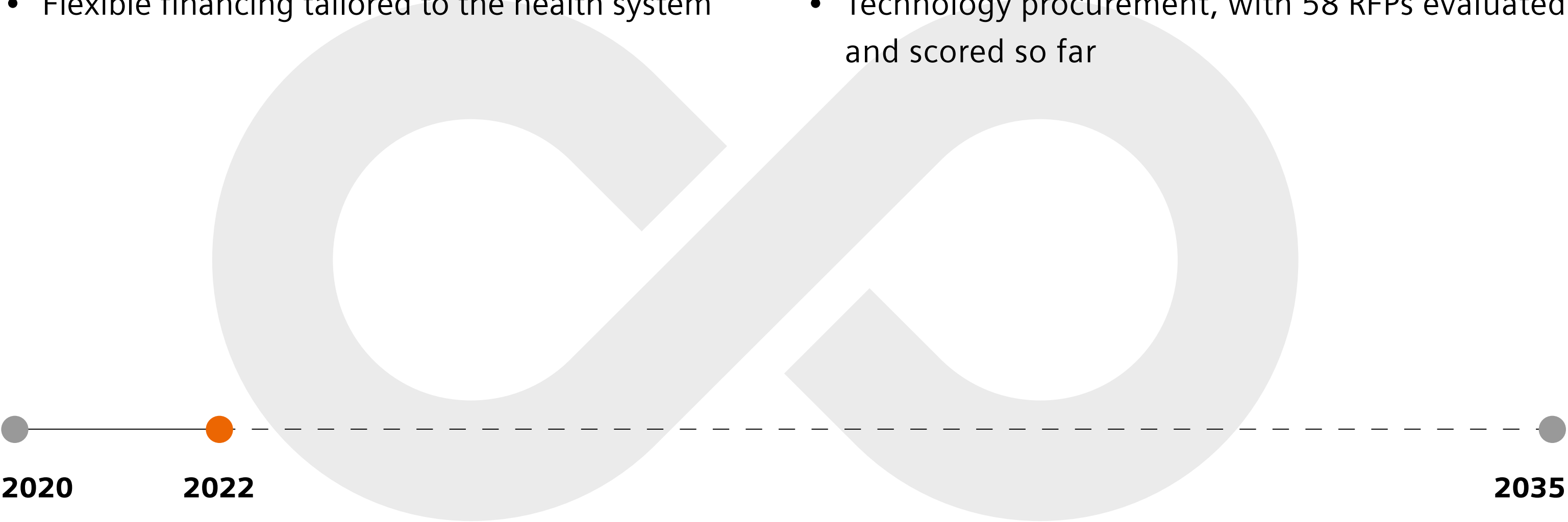
Duration of Value Partnership: 15 years

Key services

- Technology management with procurement, replacement, and ongoing maintenance
- Operational streamlining to reduce costs with better workflows and consistent services
- Digital connectivity to improve clinical outcomes with better access to diagnostic data
- Flexible financing tailored to the health system

Benefits

- Governance structure and process for future procurement needs
- Expert insight into potential equipment needs and upgrade or revamp processes
- Maximized uptime with streamlined utilization of technology from 8 vendors
- Technology procurement, with 58 RFPs evaluated and scored so far

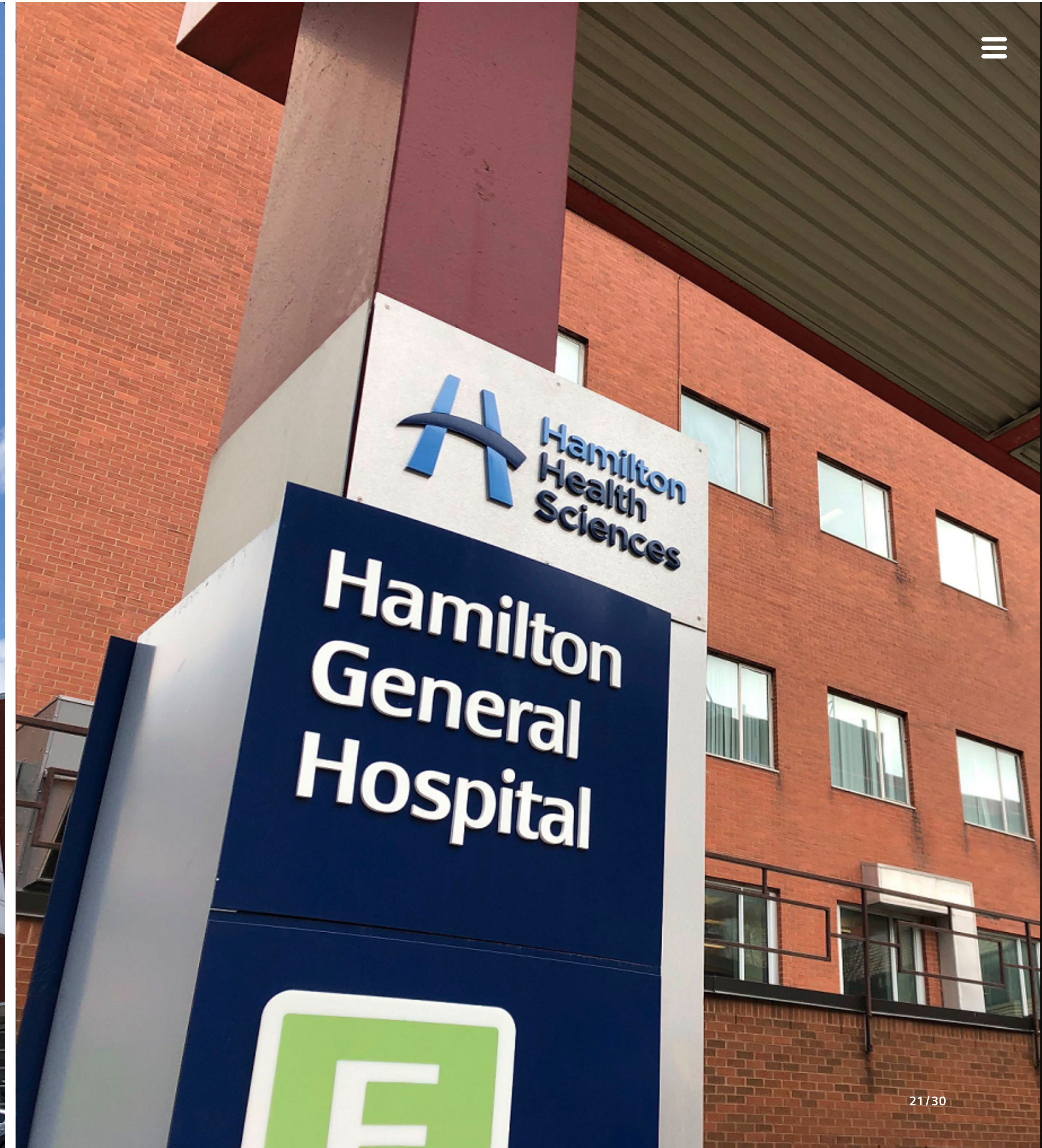




Hamilton Health Sciences (HHS) serves patients in southwestern Ontario. Like many large health systems, the staff worked with aging equipment from multiple manufacturers – each with inconsistent maintenance schedules and/or practices. To remedy this, the organization sought a long-term partnership to help standardize technology purchasing for more stable and consistent imaging services.

This Value Partnership allows HHS to leverage the clinical capabilities, flexible financing options, and depth of experience provided by Siemens Healthineers. The collaboration has revamped the operational workflows and processes to optimize the existing technology and offered servicing for equipment from eight different vendors with replacements provided as needed.

This ongoing Value Partnership was implemented smoothly, with no gaps in care during the transition. So far, the partnership has provided 500 systems to meet the diagnostic imaging and monitoring needs of each facility – including magnetic resonance, ultrasound, mammography, X-ray, computed tomography, angiography, advanced therapies, molecular imaging, electromyography, echocardiograms, and fluoroscopy. Additionally, it includes ongoing training and education for the HHS staff to optimize care and improve patient outcomes.^{10,11}





Benefits of trust and partnership

Siemens Healthineers created a unique solution to address Hamilton Health Sciences’s diagnostic imaging needs. The Value Partnership offers technology management and guidance for clinical and financial success.

“I think both teams are stronger as a result of the partnership. Siemens Healthineers brings experience and expertise. We bring different processes and feedback from our team. But the goals are somewhat the same – we both want to ensure timely access for patients, process efficiency, and high-quality care. And I think as our relationship builds, the work will get easier.”

Shaun Smith, Business Manager for Diagnostic Services, Hamilton Health Sciences



How can Value Partnerships help you?

Value Partnerships combine holistic medical technology management and digitalization into long-term, performance-oriented engagements focused on the creation of value. These strategic relationships take the overall goals of a healthcare organization into account to deliver a customized solution.

While the examples described above were focused on technology management, Siemens Healthineers has a robust portfolio of services available under the Value Partnerships umbrella. Simply put, we deliver the highest quality medical technology and guidance on how to optimize its use – and, every day, we work to earn our clients' trust through support services that are always there when you need them.

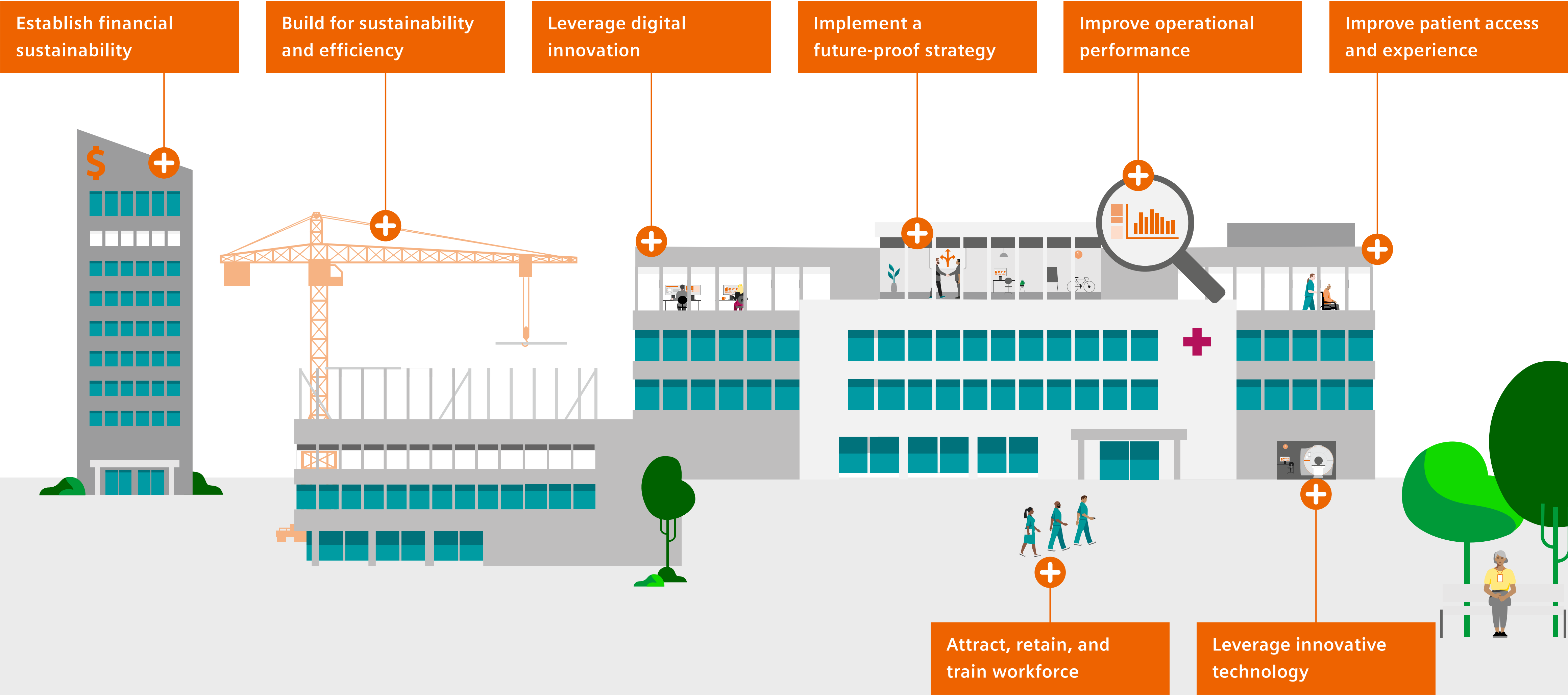
As part of our Value Partnerships, Siemens Healthineers may take on responsibility for the management of all clinical equipment. We can also help health systems increase productivity with ongoing operational expertise and staff education. Plus, these collaborations often offer guidance on how best to design facilities to meet their larger strategic initiatives.

We are ready to be your trusted partner and work with you to co-create solutions that will generate the tangible clinical, operational, and financial benefits you seek.

Explore more Value Partnerships around the world

To learn more about Value Partnerships and explore their potential for helping you meet your needs and achieve your objectives, please contact a Siemens Healthineers representative today!





Voices of Value Partnerships

Our partners speak about how Value Partnerships are built on trust and create new value



“Regularly requesting capital dollars to ensure that your equipment is up to date is very challenging in an environment that is strapped for cash, for lack of a better description. Imaging equipment is the backbone of our department. Siemens Healthineers worked with us to secure funding for the necessary equipment and technology refreshes that would be required.”

Aimee Langan, Director, Diagnostic Imaging and Laboratory Services,
William Osler Health System





“This partnership guided us on adapting and advancing innovation. We needed a plan to utilize capital, but equally important was finding a partner for preventative and ongoing maintenance. Siemens Healthineers knew the equipment well and could help us end-to-end, from procurement to repairs to replacement.”

Sarah Jane Adams, Director of Diagnostic Services at Hamilton Health Sciences

"15 years is a long time, but, if we look at the advancement of healthcare, it really isn't. The disruption of changing out equipment can affect our patient populations, our management team, and our staff – especially if it's not managed appropriately. So, having one partner to manage the equipment makes a lot of sense."

Leslie Gauthier, Vice President, Clinical Support Services and Surgery, Hamilton Health Sciences



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Explore all our case studies:

- [Value Partnerships case studies](#)

Hear firsthand the experiences of our Value Partnership customers:

- [Value Partnerships customer insights](#)

The products/features and/or service offerings (here mentioned) are not commercially available in all countries and/or for all modalities. If the services are not marketed in countries due to regulatory or other reasons, the service offering cannot be guaranteed. Please contact your local Siemens Healthineers organization for more details.

The results described herein by customers of Siemens Healthineers were achieved in the customer’s unique setting. Since there is no “typical” hospital and many variables exist (e.g., hospital size, case mix, level of IT adoption), there can be no guarantee that other customers will achieve the same results.

The scientific overlay on the title is not that of the individual pictured and is not from a device of Siemens Healthineers. It is modified for better visualization.

¹ Allin S, Marchildon G, Peckham A. *International Health Care System Profiles: Canada*. 2020. www.commonwealthfund.org/international-health-policy-center/countries/canada.

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³ Ontario. *Ontario Demographic Quarterly: Highlights of first quarter*. 2022. www.ontario.ca/page/ontario-demographic-quarterly-highlights-first-quarter

⁴ Norris S. *Research publications: Federal Funding for Health Care*. Library of Parliament. 2018. https://bdp.parl.ca/sites/PublicWebsite/default/en_CA/ResearchPublications/201845E

⁵ Prout G. *Canada’s Provincial Health Plans. Special Benefits Insurance Services*. 2020. <https://sbis.ca/canadas-provincial-health-plans.html>

⁶ Government of Canada. *Health care in Canada: Learn about other types of health insurance*. 2021. www.canada.ca/en/immigration-refugees-citizenship/services/new-immigrants/new-life-canada/health-care/types-insurance.html

⁷ Lee SK, Rowe BH, Mahl SK. *Increased Private Healthcare for Canada: Is That the Right Solution?* *Healthc Policy*. 2021;16(3):30-42.

⁸ Teja B, Daniel I, Pink GH, Brown A, Klein DJ. *Ensuring adequate capital investment in Canadian health care*. *CMAJ*. 2020;192(25):E677-E683.

⁹ Siemens Healthineers. *William Osler Health System (Canada): Holistic solution for managing medical imaging equipment*. 2017. https://cdn0.scrvt.com/39b415fb07de4d9656c7b516d8e2d907/1800000004266924/97a6105b307d/siemens-healthineers_enterprise-services_customer-references_william-osler_1800000004266924.pdf

¹⁰ Siemens Healthineers. *Hamilton Health Sciences: Enabling improved quality of care and higher operational efficiency*. 2022. www.siemens-healthineers.com/en-us/services/value-partnerships/hamilton

¹¹ Siemens Healthineers. *A Value Partnership for Innovation and Stability*. 2022. www.siemens-healthineers.com/en-us/services/value-partnerships/asset-center/podcasts/podcast-hamilton-health-value-partnership-for-innovation-and-stability

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