



Partnering & Engaging to Meet Tomorrow's Health Needs through Social Determinants of Health Informed Hospital Capital Planning



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Executive Director
Office of Capital Management
London Health Sciences Centre



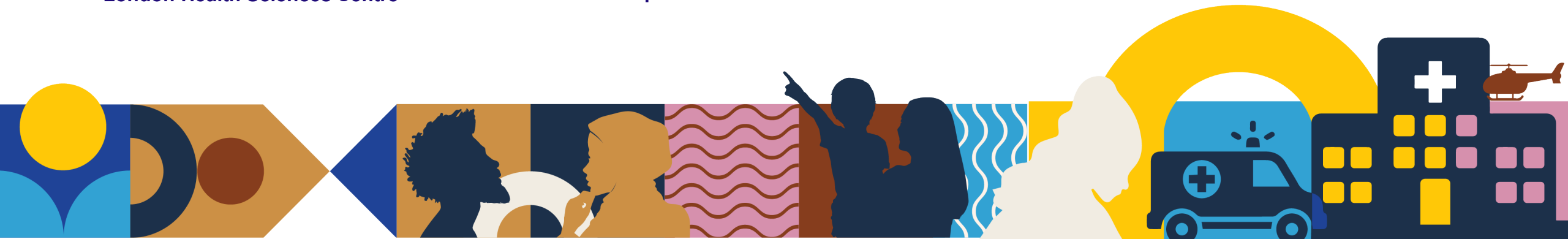
Cindy Smart
Vice President of Patient Care
and Chief Nursing Executive
Woodstock Hospital



Derek Lall
Director, Capital Redevelopment,
Facilities, Engineering, Security & Parking
London Health Sciences Centre



Jana Fear
Manager
Office of Capital Management
London Health Sciences Centre



Learning Objectives

- The importance of a **population and SDH informed approach** within capital planning & **designing** for **innovative service delivery models**
- The value of a **regional approach to capital planning**, including early engagement and involvement of regional hospital partners
- Criticality of **evidencing how engagement and feedback** has directly **informed planning** to engender support and advocacy for the plan



London, Ontario

London is situated on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron.

- *'The Forest City'* – Located in **southwestern** Ontario
- Diverse **population of over 540,000**
– *a 10% increase from 2016!*
- **Fastest growing** city in the **province** and the **third fastest** growing city in **Canada**
- Hub for higher **education**, **medical research**, **manufacturing**, and **technology**

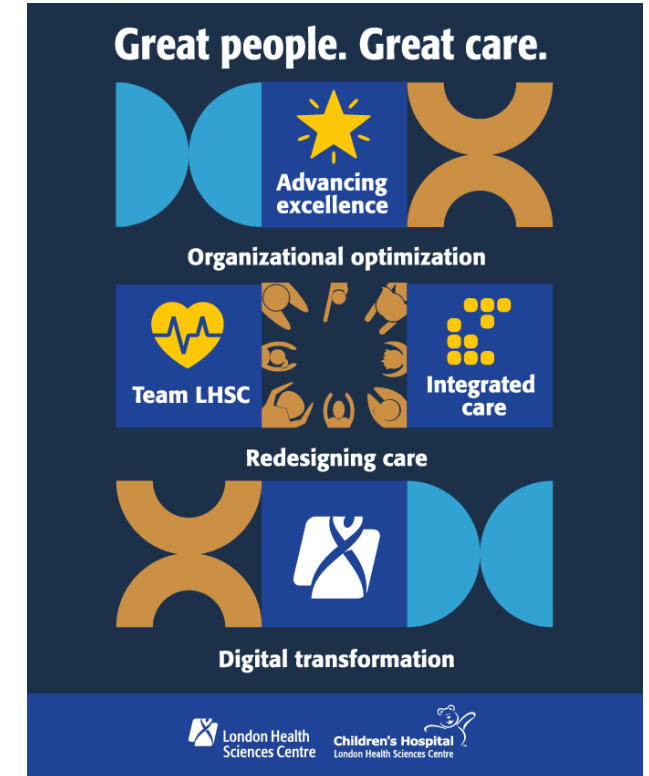


London
C A N A D A



London Health Sciences Centre

- One of the largest multi-site research-intensive **tertiary/quaternary teaching hospitals in Canada**
- The single **acute care hospital** for the local population
- Serves a total **population of more than a million** in Southwestern Ontario for specialty acute care
- Home to one of 4 **specialized Children's Hospitals** in Ontario
- Team LHSC is comprised of more than **15,000** staff, physician, affiliates, and volunteers



London Health Sciences Centre

University Hospital

1,367,960 total net square footage



Primary Hospital Buildings: 810,500 sf
Out Buildings: 50,310 sf
Parking Garages: 507,150 sf

Victoria Hospital & Children's Hospital

2,852,200 total net square footage



Primary Hospital Buildings: 1,395,400 sf
Out-Buildings: 599,400 sf
London Regional Cancer Program: 213,000 sf
Parking Garages: 644,400 sf

Preparing to Serve Rapidly Growing and Changing Community Needs

LHSC's Master Planning Vision & Goals

The Planning Process will support LHSC in being:

- An **academic, research-focused** and **highly specialized** health centre offering **patient-centred, cutting-edge care**
- A **health systems partner**, fulfilling its **tertiary/quaternary mandate** by **collaborating in the delivery of specialized care** to the local communities they serve

Goals

1. **Enhance experience of patients and staff by:**
 - Improving Equity
 - Inviting/Retaining the Workforce of the Future
2. **Collaborate with our patients and partners to reimagine how we deliver care through:**
 - Population Health Management
 - Evidence-based innovations in Service Delivery, including Digital Health
3. **Fulfill LHSC's unique role in the health system by:**
 - Delineating the Children's Hospital's Unique Identity
 - Highlighting/Protecting our specialized services
 - Embracing Research and Teaching



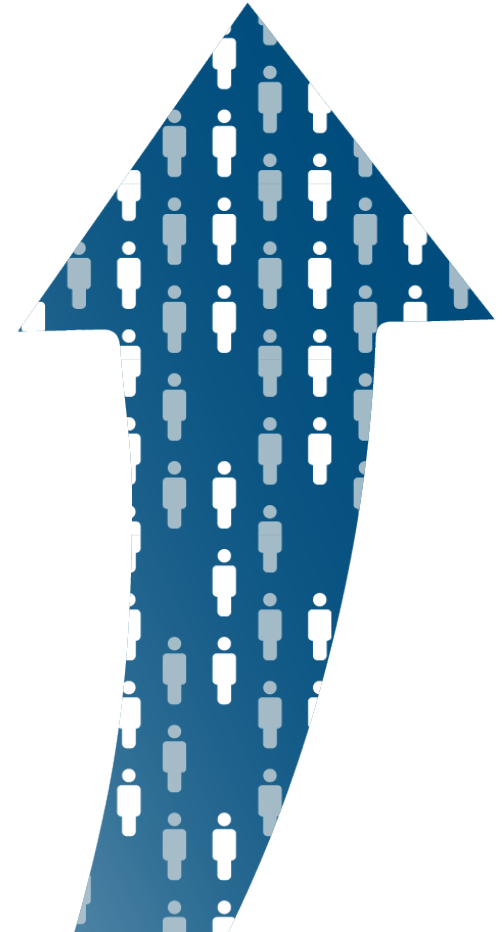
Population Changes & Increasing Capacity Needs

London is the fastest growing city in the province

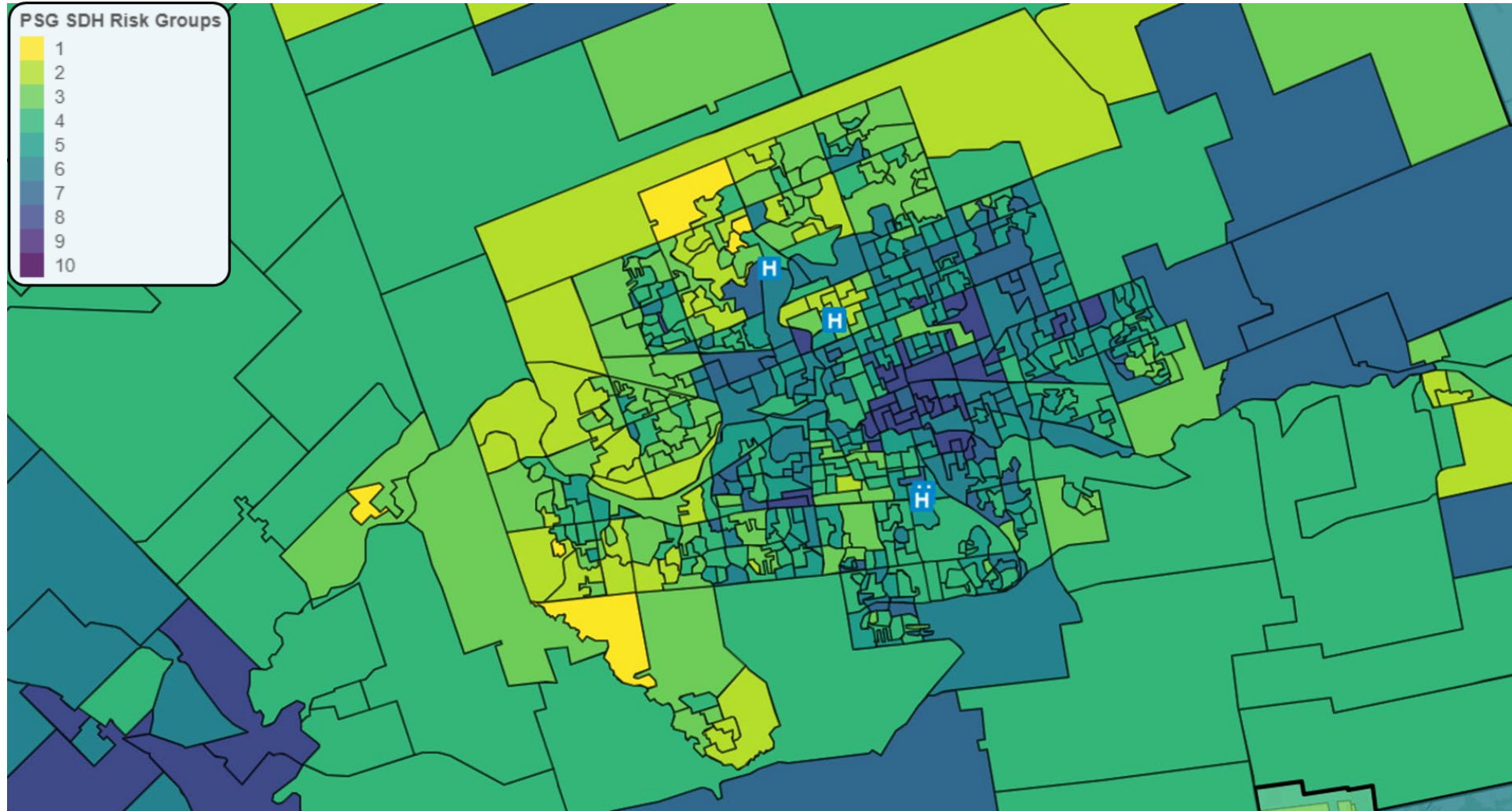
- The number of seniors (aged 75+) is expected to double within next 20 years.
- The need for hospital care of someone aged 85+ is up to **30 times higher** than an average adult who is between the ages of 18 and 59.

Anticipated growth by 2039/40:

- LHSC should **grow ~80%** in size to support the projected care needs of the communities it serves
- LHSC's **EDs are the top priorities** for redevelopment

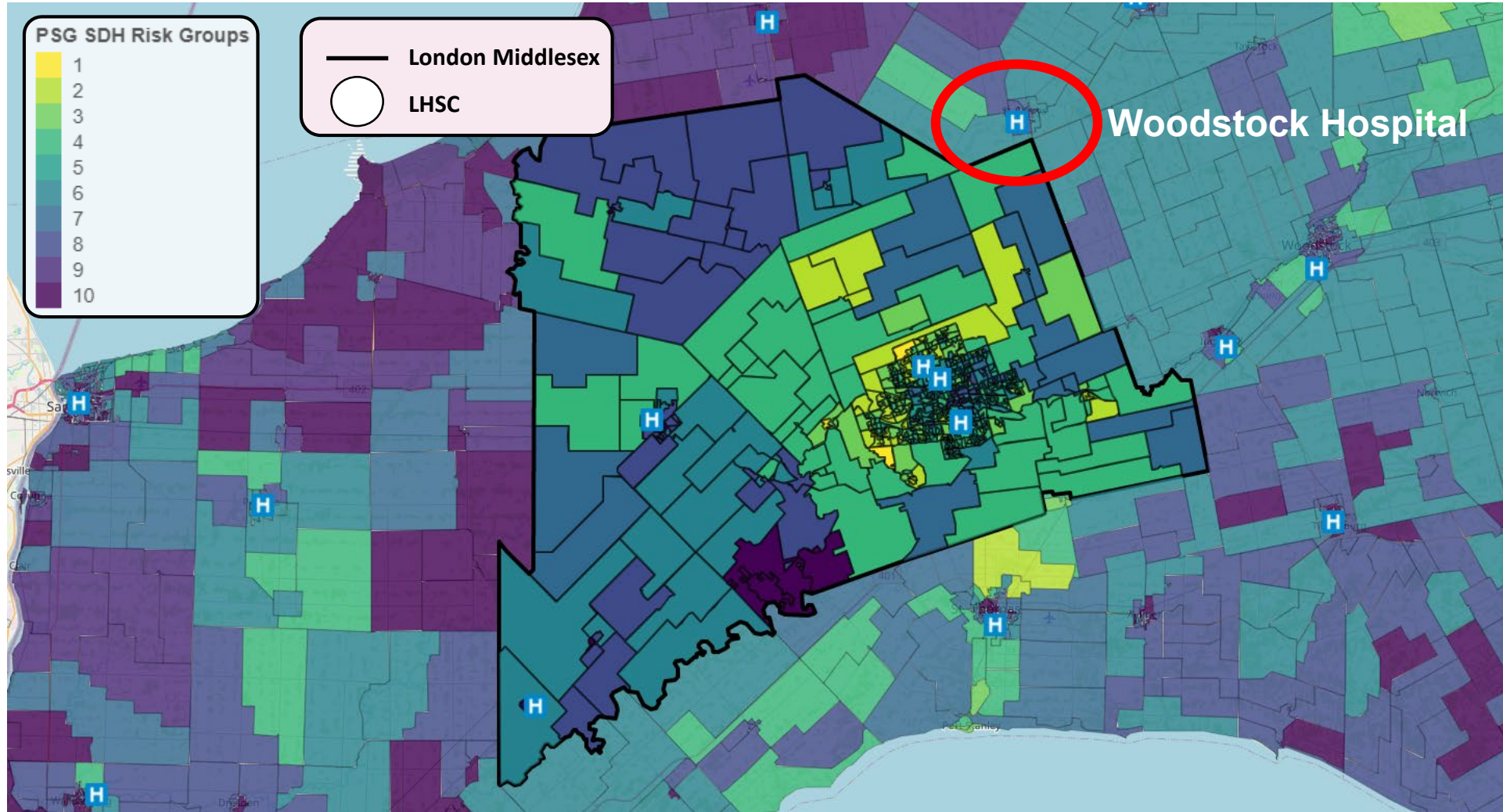


Social Determinants of Health Will Drive Future Service Needs



*From a social determinants of risk perspective, LHSC serves a **diverse and high needs** local population*

Social Determinants of Health Will Drive Future Service Needs



*From a social determinants of risk perspective, LHSC serves a **diverse and high needs regional** population*

Master Planning in the Context of Health System Transformation

Ontario Health Strategic Priorities



Reduce health inequities



Transform care with the person at the centre



Enhance clinical care and service excellence



Maximize system value by applying evidence



Strengthen Ontario Health's ability to lead



Health System Recovery

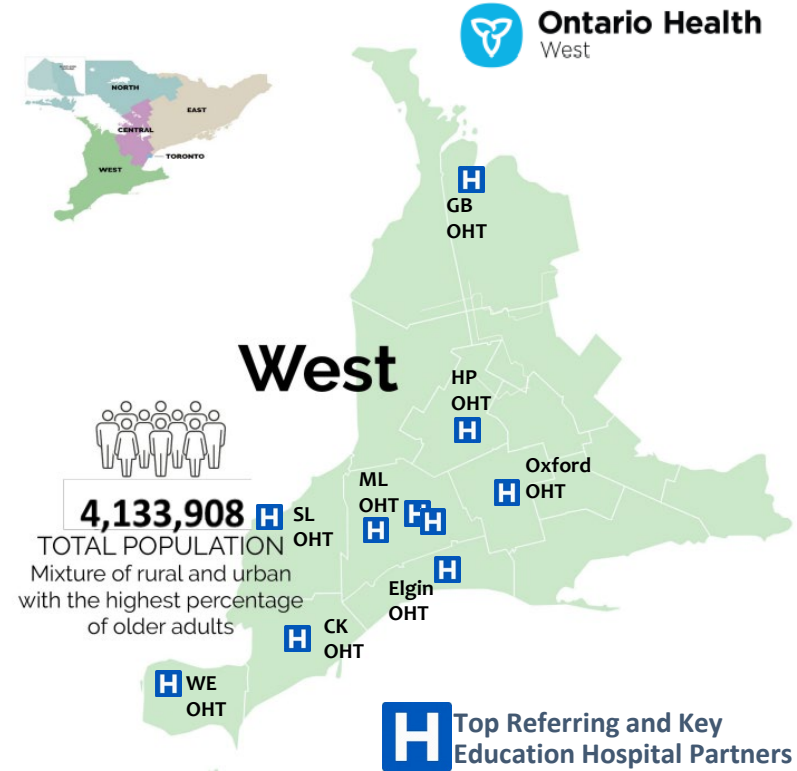
Stabilize

Restore

Transform

Sustain

- Improve overall access to care in the **most appropriate setting**
- Increase overall access to **scheduled surgeries, procedures**, and appropriate diagnostic imaging services



41 Hospitals



20 Community Health Centres



49 Family Health Teams



2 Aboriginal Health Access Centres

Partnerships are at the Forefront of Future Innovations

Hospital-to-hospital partnerships regionally, provincially, nationally:

- Leading and translating LHSC discoveries into practice
- Standardizing pre/post care across partner hospitals
- Supporting community hospitals with increased specialty e-consults & monitoring



Facilitating community-based services:

- Enhancing home monitoring through home and community care partnerships
- Optimizing stroke care capacity in the community
- Participating in the Social Paediatric Hub
- Supporting LTC home capacity creation
- Conducting mobile/virtual clinic consults in partnership with primary care
- Participating in developing community hubs for the homeless

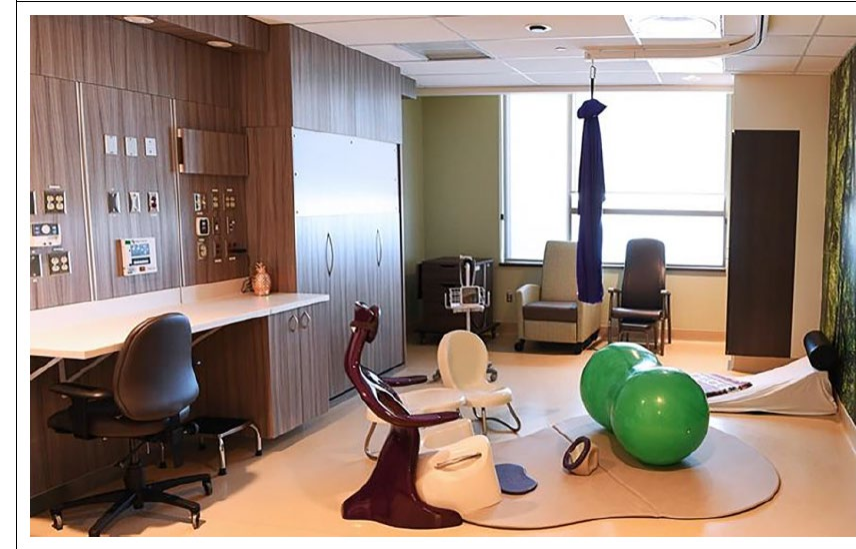


Innovation Commonalities Throughout All Future Models of Care

- Appropriate Bedded Levels of Care
- Short Term Post-Acute Specialty Management (Outpatient)
- Same Day Assessment and Treatment
- New Research and Innovation
- Central Intake and Scheduling
- Community Based Chronic Disease Management
- Access to High Quality Services Closer to Home
- Regional Systems of Care Integration
- New and Enhance Existing Virtual Service Delivery

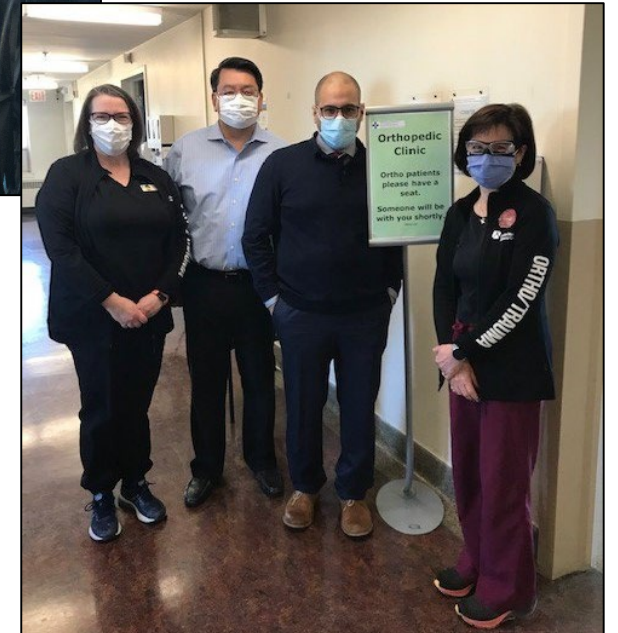


Example 1: Separation of Low-risk and High-risk Obstetrical Patients – *Alongside Midwifery Unit*



Example 2: Regional Hospital Partnerships

– *Orthopaedic Same-day Joints and Clinics*



Example 3: Virtual Urgent Care Service Delivery

– Paediatric Emergency Department

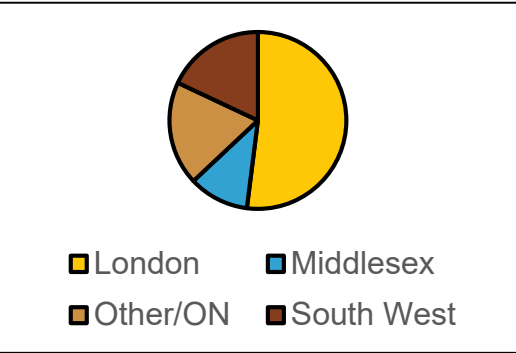
Total Number of Visits
8,792

Average visits/day
14

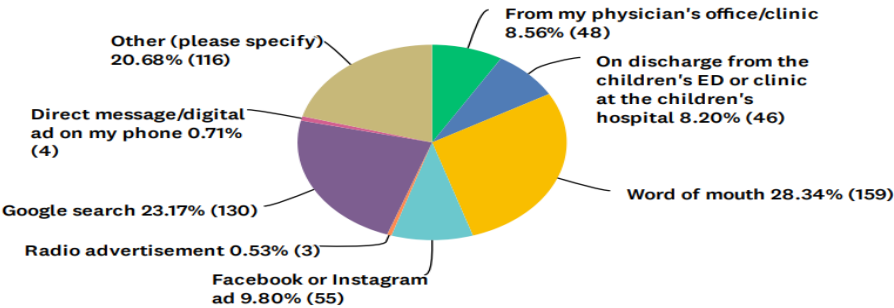
Average patient wait time (minutes)
14

Repeat vs New Patient Visits:
36%

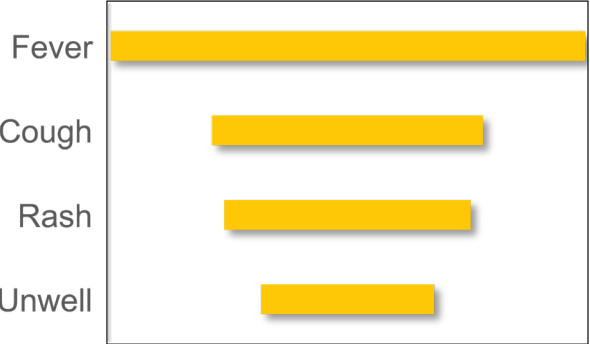
Patient Visits by Postal Code



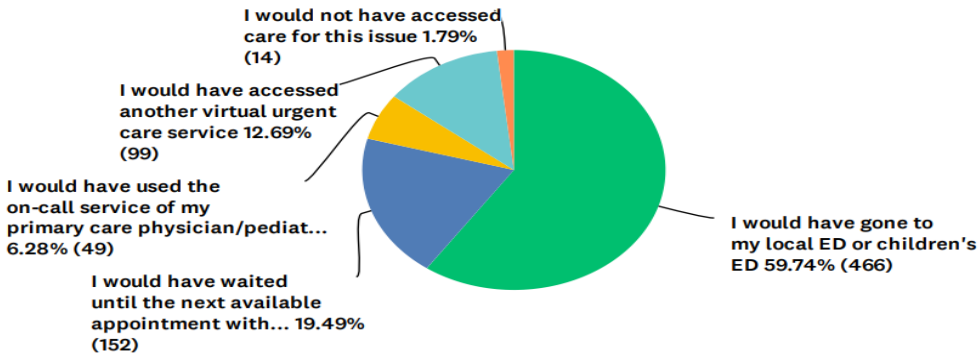
Referral Base



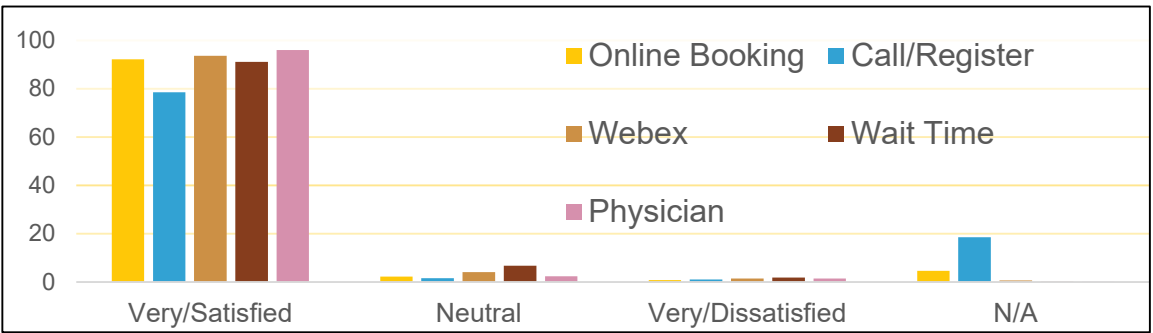
Reason For Visit



If VUC Wasn't Available, What Would Patients Do?



Overall Patient Satisfaction = 95%



**Understanding What Is Important to
the Diverse Communities We Serve
and Partners We Work With**

Community engagement creates the 'building blocks' of success for our future



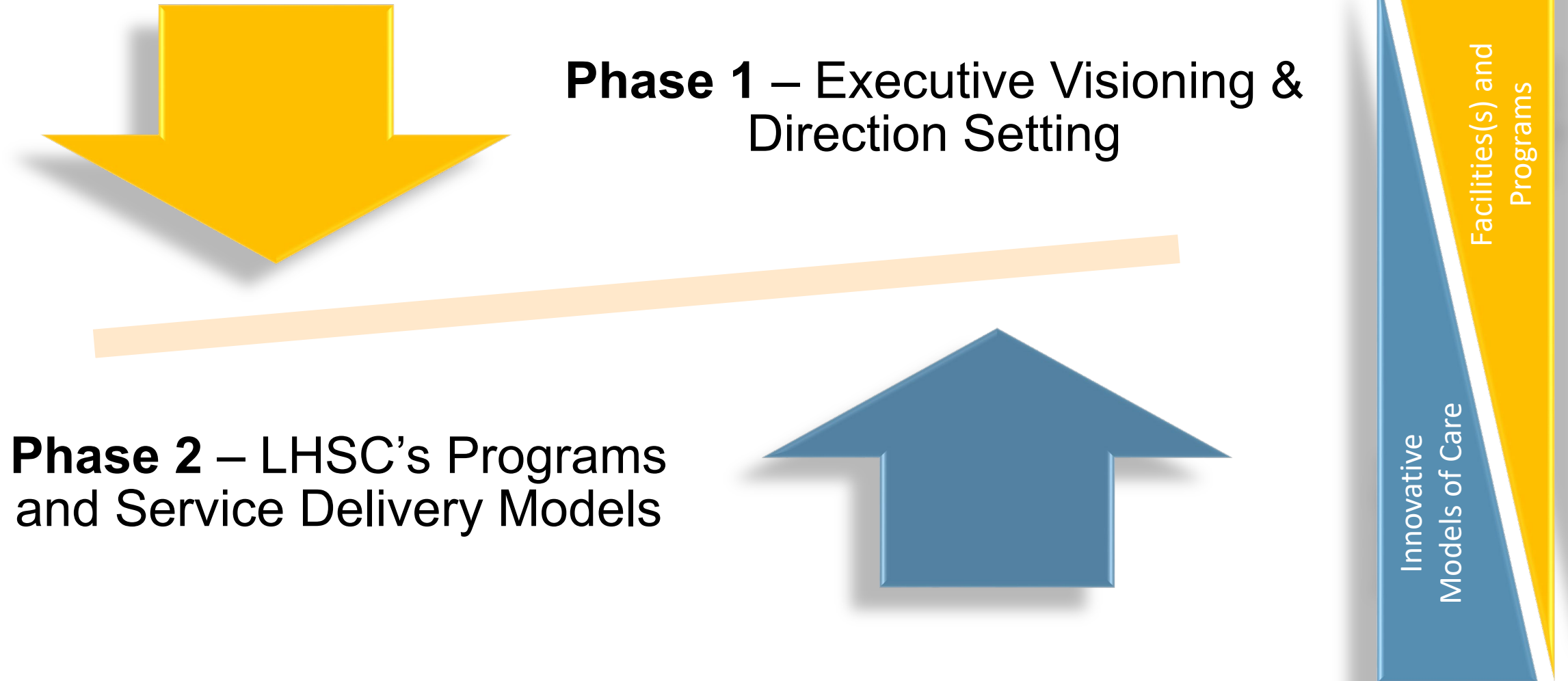
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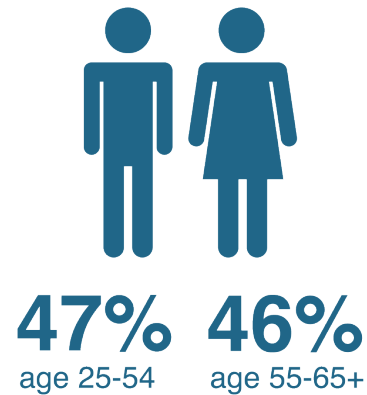
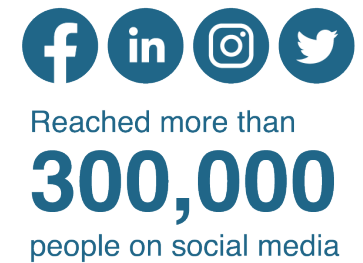
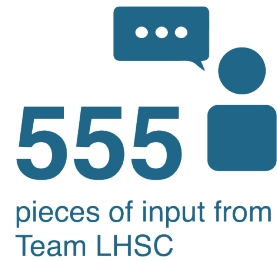
Health care providers see equity as their responsibility, not an add-on, not optional, not superfluous. A traumatic experience in a hospital (for example, due to stigma/discrimination) often leads to avoidance of care. Shifting our culture and expectations of ourselves and others around this.

”

Engagement: Balancing Macro and Meso in Parallel



First Phase of Engagement



Extensive Team LHSC Engagement

37 consultation sessions with **Clinical Service Groups** “dyadic” leadership to inform future service delivery models

6 sessions with Master Planning **Strategic Collaborative**

4 sessions with Master Planning **Thought Partnership Collaborative**

4 sessions with the Master Planning **Data Working Group**

Monthly updates to the **LHSC Board of Directors**

Engaging Our Many Partners



Canadian Mental
Health Association
Thames Valley
Addiction and Mental Health Services



London
CANADA

Western
UNIVERSITY · CANADA



Thames Valley
Family Health Team



FANSHAWE



ST JOSEPH'S
HEALTH CARE
LONDON



St. Thomas Elgin
General Hospital



newcomers. diversity. community.



CHATHAM-KENT
Health Alliance



WINDSOR
REGIONAL
HOSPITAL
OUTSTANDING CARE -
NO EXCEPTIONS!



London
InterCommunity
Health Centre



LONDON
ECONOMIC
DEVELOPMENT
CORPORATION



LONDON DISTRICT
Catholic School
BOARD



BLUEWATER
HEALTH



Bayshore®
Home Health

ARGYLE
THE ♥ OF EAST LONDON

CPRI CHILD & PARENT
RESOURCE INSTITUTE



TILLSONBURG DISTRICT
MEMORIAL HOSPITAL



Right at Home®
CANADA In Home Care & Assistance



LONDON
CARES
HOMELESS RESPONSE SERVICES

MEDITECH

WOODSTOCK HOSPITAL



Middlesex Hospital Alliance



Giving
Hope
Today



HURON PERTH
HEALTHCARE
ALLIANCE



London Abused
Women's Centre

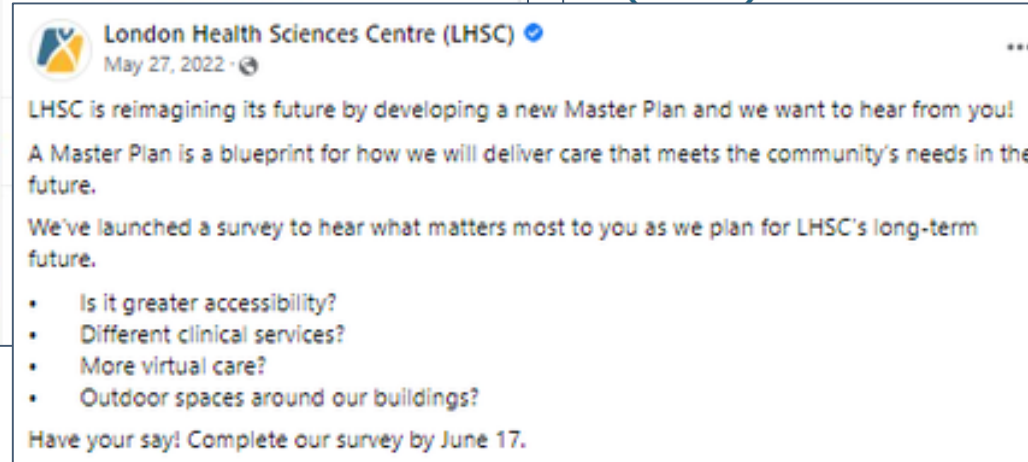
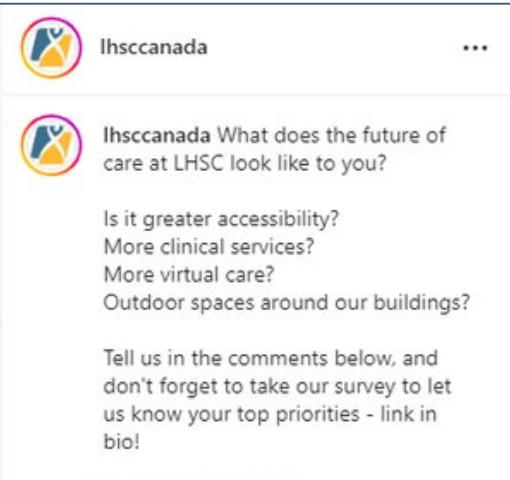


unityproject



humana
communityservices

Engaging Through Social Media



Media Interest



London Health Science Centre outlines their new master plan with new support for ...

11/28/2022

Less ^

Brad Campbell, corporate hospital administration executive at London Health Sciences Centre, joins 980 CFPL's Mike Stubbs to talk about LHSC's new master plan and one major area they are focusing on - mental health.

Duration: 00:13:09

HEALTH

New ER for addictions, mental health a possibility as LHSC drafts long-term master plan

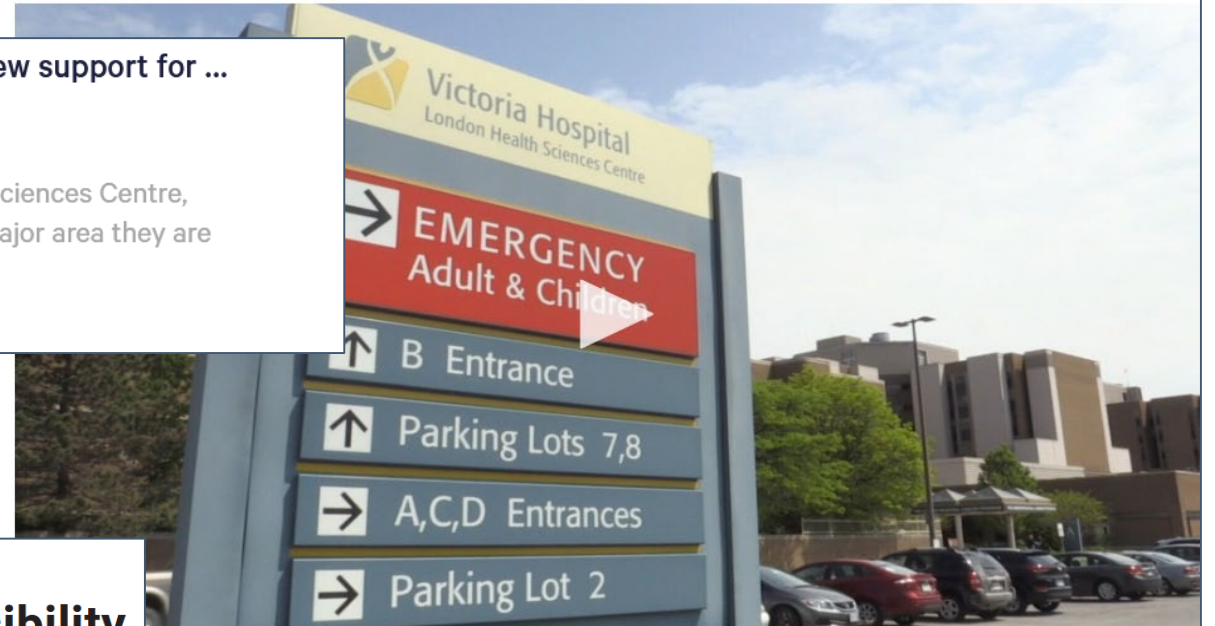


By **Matthew Trevithick** • 980 CFPL

Posted November 24, 2022 3:53 pm · Updated November 25, 2022 9:33 am

LONDON | News

What does the 'hospital of tomorrow' look like?



London Health Sciences Centre (LHSC), the largest hospital network in southwestern Ontario has been developing a process called “master planning.”

“It is a process that you go through with the Ministry of Health in the capitol branch anytime you’re looking at major redevelopment for your organization. We last submitted a master plan in 2013,” explained Brad Campbell, a corporate hospital administrative executive.

Master planning is an outlook and a chance to consult with stakeholders to determine what the next 20 to 30 years will look like, and how health care should change in the community.

“Those inputs led us to put in a starting point of we need to do better for people with mental

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Published Nov. 24, 2022 7:38 p.m. EST

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Engaging Around Redesign



Dedicated sessions with:

Child & Youth Advisory Committee

Patient Experience Advisory Committee

Clinical Educators Council

Nursing Advisory Council

Fiscal Advisory Committee

Directors Committee

Managers & Coordinators Council

Executive Leadership Collaborative

Clinical Operations Executive

All Staff Sessions

Physician Leadership Collaborative

Department of Medicine Executive

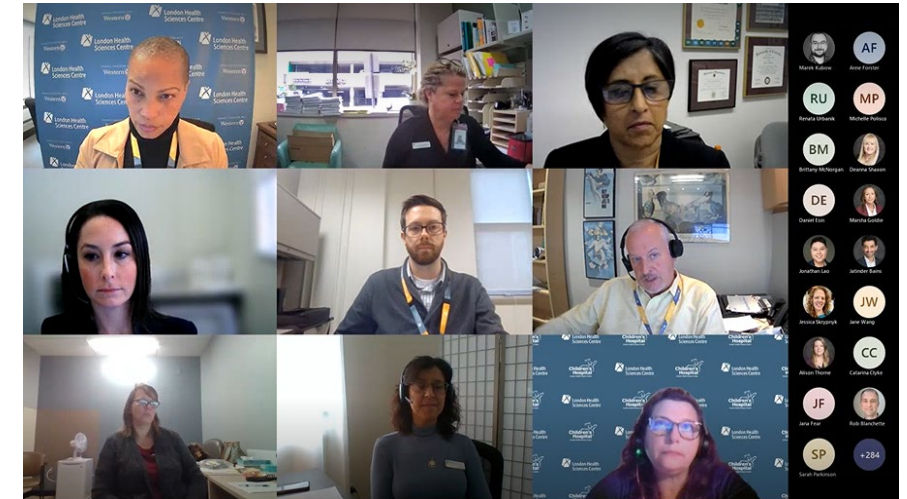
Surgical Executive

Department of Paediatrics

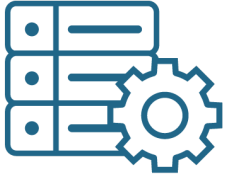
Department of Psychiatry

Department of Cardiology

Team LHSC Redesign Forum November 21, 2022



Key Themes that Emerged from Engagement



System Integration and Communication

- The need for a better-integrated system of care and more patient support across the care continuum
- The need to formalize and strengthen processes, tables, and connections for collaboration and engagement with community partners



Enhancing Accessibility and Inclusivity within the Hospital Network

- The need to improve the experience of getting to and navigating the hospital site
- The need to expand care options that are culturally reflective of the patient base



Wait Times and Staffing Shortages

- The need to develop a plan that will improve emergency department wait times and appointment times
- The immediate need to deal with staffing challenges including shortages and burnout



Mental Health and Reducing Stigma

- The need to expand mental health services for both children and adults
- The need to reduce stigma around vulnerable populations and provide a trauma-informed and harm reduction approach to care



Proactively Preparing for Future Health Needs

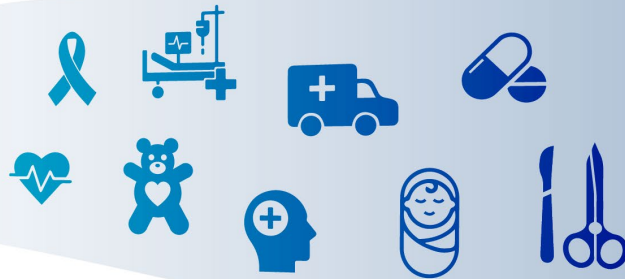
- The need to further enhance services for an aging population
- The need to redesign care so that more care is delivered outside of traditional hospitals

Shifting Program Settings for Optimized Care Delivery

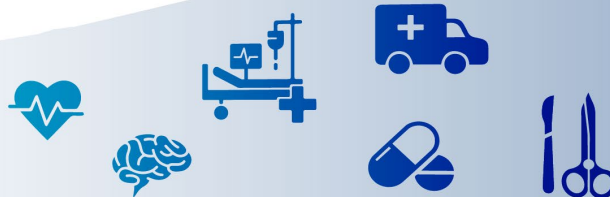
Current State



Victoria Hospital & Children's Hospital



University Hospital



LHSC of the Future

Adult acute specialized care



Cancer



Cardiac



Critical Care



Emergency



Medicine



Surgery



Clinical Neurological Sciences

Children's Hospital and obstetrical care



Obstetrical Care



Children's Care



Emergency

Mental health and transitional/supportive care



Mental Health



Other Transitional Supports



Emergency



Adult acute specialized care



Children's Hospital and obstetrical care



Mental health and transitional/supportive care

A Regional Approach to Planning

A Regional Approach to Planning

- As part of the Master Plan development, conversations took place with Leadership and Governance from a number of **top referring and regional hospitals** to discuss opportunities for alignment and ongoing collaboration
 - Bluewater Health Sarnia
 - Brightshores Health System
 - Huron Perth Healthcare Alliance
 - Middlesex Hospital Alliance
 - St. Joseph's Health Care London
 - St. Thomas Elgin General Hospital
 - Windsor Regional Hospital
 - **Woodstock Hospital**
- Conversations have also occurred, and planning continues, with Leadership and Governance from our **Mental Health & Addictions partners**



What We Heard: Partnerships that are working well today for hospitals

- Development of **local specialty programs** where local magnitude of need has been demonstrated (e.g., arrhythmia program, complex endoscopy program)
- LHSC-supported **specialty care satellites** (e.g., renal, chemo)
- **Critical Care collaboration** with LHSC Teams
- **Stroke** Network partnerships
- **Heart Failure** hub-spoke-node models of care
- **Learner** teaching & placement



Key Themes: Opportunities for Partnership & Collaboration

- **Referral and Transfer of Patients**

- E.g., Region-wide centralized intake and referral models for services offered across regional partners

- **Specialty Chronic Disease Management Close to Home**

- E.g., Expanding hub-and-spoke models for chronic disease care

Regional Systems of Care

- E.g., Centres of Excellence models of care

- **Partnerships in Research & Innovation**

- E.g., Regional health human resource recruitment, training, and credentialing

- **Digital Care Integration**

- E.g., Cerner implementation for shared Health Information System



An Invitation to Our Hospital Partners

- As part of a broader plan to **advance regional priorities and partnerships**, LHSC engaged its **top referring West Region hospital partners** in the development and inclusion of hospital partner business cases within LHSC's Master Plan
- Regional Hospital Business Cases outlined **priorities that require capital support**
- Incorporated many of the **components** typically included in the description of **Programs & Services ('Part A')** in a Pre-Capital submission to the Ontario Ministry of Health, including:
 - Local Context and Population Profile
 - Current Infrastructure Summary
 - Description of Primary Future Program and Service Needs
 - Examples of partnerships with LHSC and other South West region hospital partners



Support from Our Partners



June 20, 2023

Jackie Schleifer Taylor
President & CEO
London Health Sciences Centre
800 Commissioners Road East
London, ON
N6A 5W9

Dear Jackie:

On behalf of London Intercommunity Health Centre, I am pleased to provide a letter of support to accompany the London Health Sciences Centre (LHSC) Stage 1.2 Master Plan submission to the Ministry of Health for the redevelopment of LHSC in order to meet the future needs of the local and regional communities that we collectively serve over the next 10, 20, and 30 years.

London Intercommunity Health Centre has appreciated the significant level of engagement that LHSC has undertaken with its partners, communities, and stakeholders over the course of the Master Plan development. Engagement with our agency has included:

- Participation in facilitated engagement sessions and interviews in Spring 2022 with LHSC and its vendor partners to gather feedback and input into collective priorities to be addressed within the planning, with a focus on mental health, newcomers, and 2SLGBTQ+.
- Involvement in a one-to-one community agency meeting November 2022 where LHSC shared how programs and services will be grouped in the future, providing complementary types of care together to ensure patients receive the best care possible.
- Attendance at LHSC's December 14, 2022 and January 26, 2023 Design Charrette interactive visioning sessions to reimagine and develop facility development options to support the community's future care needs.
- Visits from LHSC senior leadership to London InterCommunity Health Centre to discuss future opportunities for collaboration, and a commitment for ongoing planning and collaboration around the needs of marginalized populations.

LHSC's commitment to addressing system challenges and supporting system transformation is evident in the directions and innovations articulated within its Plan. I am particularly excited to note the following highlights:

- A regional approach to planning that formalizes opportunities for collaboration, partnership, and advancing individual and collective priorities within LHSC's submission.
- Dedicated settings for Children's and Mental Health Care, ensuring that care for these specific populations is provided in appropriate, purpose-built spaces.
- LHSC's Master Planning Vision and Guiding Principles that support LHSC in aspiring to be a health systems partner fulfilling its tertiary/quaternary mandate by collaborating with

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Fax: 519-659-9930

Unit 1 - 1700 Dundas Street
London, ON N5W 3C9
Tel: 519-660-5853
Fax: 519-642-1532



www.lihc.on.ca

Our **partners** are in this
with us!

25 Letters of Support
for our Master Plan

3 Regional Hospital
Business Cases included
in our Master Plan
submission



A Regional Approach to Master Planning:
West Region Hospital Partner's Business Case – Woodstock Hospital

Hospital Description

Brief description of the hospital organization, breadth of services provided, and communities supported.

Woodstock Hospital, is a 178 bed capacity, full service community hospital located in Woodstock, Ontario, of Oxford County. We provide primary care to a population of 55,000 people and offer specialized care to almost 110,000 within Oxford County. Woodstock Hospital is dedicated to delivering the highest standard of patient-focused medical care with a workforce of over 900, more than 100 physicians (including those with courtesy and consulting privileges), volunteers and offers leading patient care in chemotherapy, maternal child services, pediatric support, ICU, surgical services, dialysis, emergency department and mental health.

We promote compassionate, ethical, respectful patient care. We encourage creativity, are continually innovative and strive for fiscal responsibility. We also encourage personal growth, environmental-awareness and are proud of our service to the community.

Local Context and Population Profile

Summary of population served and anticipated future need.

The City of Woodstock and Oxford County have experienced significant population growth in recent years. Each of these are expected to continue over the next twenty-five years. The City of Woodstock is expected to grow an average of 7% every five years, outpacing Oxford County's projected 5% increase over the same time period shown in Table 1 and Figure 1 below. The observed and projected population growth of both Woodstock and Oxford County exceeds the actual and projected growth in the surrounding areas and province of Ontario. The total population for Oxford County and the City of Woodstock is expected to reach 161,000 and 65,960 respectively by 2046.

Table 1: Total Population Change, Oxford County and City of Woodstock, 2016-2046

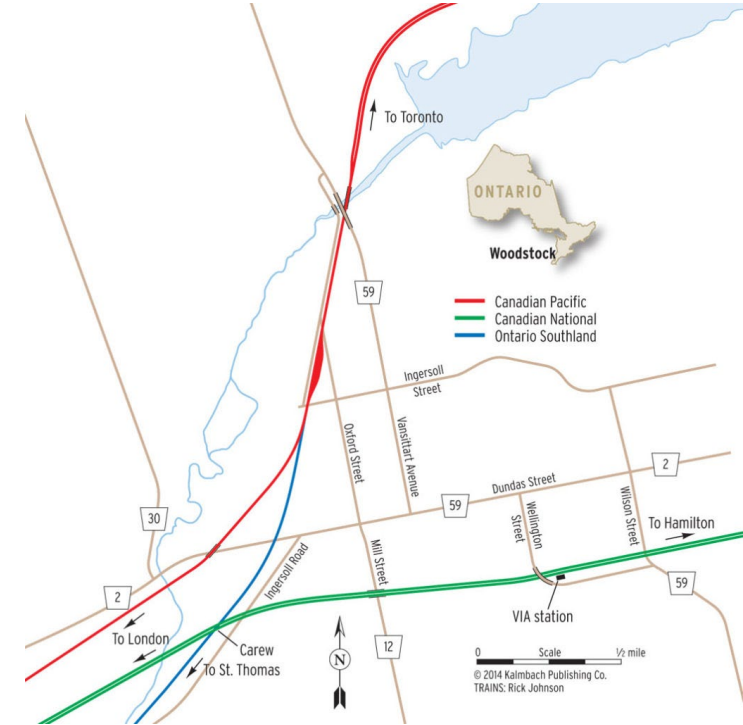
Census Year	Total Population Change, Oxford County and City of Woodstock, 2016-2046					
	Total Population		Change		% Change	
	Oxford County	Woodstock	Oxford County	Woodstock	Oxford County	Woodstock
2016	113,940	42,040				
2021	122,890	46,620	8,950	4,580	8%	11%
2026	130,310	50,480	7,420	3,860	6%	8%
2031	138,120	54,470	7,810	3,990	6%	8%
2036	146,070	58,840	7,950	4,370	6%	8%
2041	153,660	62,250	7,590	3,410	5%	6%
2046	161,060	65,950	7,400	3,700	5%	6%
2016-2046			47,120	23,910	41%	57%

Source: Hemson Consulting Ltd., 2020, based on Statistics Canada Data

Regional Hospital Partner's Experience

Woodstock, Ontario

- ‘*The Friendly City*’ – Located 55 kms from London, in **southwestern** Ontario
- **Population of 46,620**
– *an 11% increase from 2016!*
- Expected to **grow 6% by 2026**, and another **6% by 2031**
- Largest city in Oxford County, known for its **manufacturing, tourism, cultural & artistic exhibits**, and **agricultural history**



Woodstock Hospital

- Full-service community hospital with a **178 bed capacity**
- **1 of 3 acute care hospitals** for Oxford County
- Provides **acute care** to a population of **55,000** in Woodstock and area and **specialized acute care** to a population of almost **110,000** across Oxford County
- Recognized for its Emergency Department wait times and efforts in energy conservation and innovation
- Comprised of more than **1,000** staff, physicians, affiliates, and volunteers



Woodstock Hospital

Services

- Chemotherapy
- Maternal Child Services
- Pediatric Support
- Intensive Care Unit
- Surgical Services
- Dialysis
- Emergency Department
- Mental Health – *designated Schedule 1 mental health facility for Oxford County*

Current location opened to the community in November 2011

Facility Size: 350,000 square feet



Woodstock Hospital

Submitted 1 of 3 Regional Hospital Business Cases within LHSC's Stage 1.2 Master Plan submission

- **Demand for Woodstock Hospital (WH) services is increasing** – *Mental Health services are experiencing an increase in admissions and significant increases in outpatient visits to support the community*
- **Size, configuration, and capacity limitations** of current Mental Health department are not conducive to meeting the needs of this trend in growing demand – *Expansion will be required to meet the growing community*
- WH continues to be **committed to several collaborative partnerships** with its community and regional hospital partners – *Growing WH's capacity to meet increasing demand will, in turn, support the needs of other regional partners*



Woodstock Hospital

- In early phases of discussion with programmer, looking at current services and potential growth
- Preparing for 5, 10, and 20 year projections
- Purchase of building that could house some outpatient services in order to increase inpatient footprint within the hospital



Capital Redevelopment Proposal

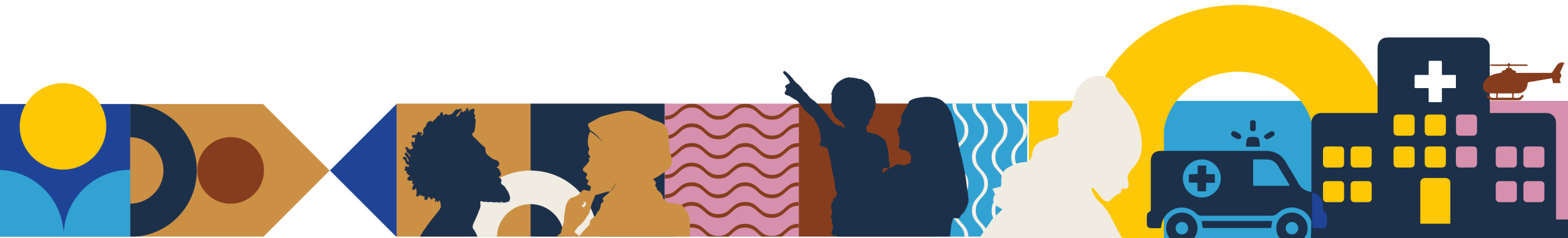
Facility Options Development

- 3 interactive full day **Charette Sessions** were held to ensure partners visioned and **co-created future facility designs** and concepts
- Goals:
 - Collectively determine **vision** for 2050
 - Transform **settings to sites**
 - Determine **priorities**
 - Develop **concepts** for sites
 - Transform concepts to **options**
- Representation from LHSC clinical teams, executives, and **patient representatives; local and regional partner hospitals** and **community agencies; municipal partners**; and many other key stakeholders.



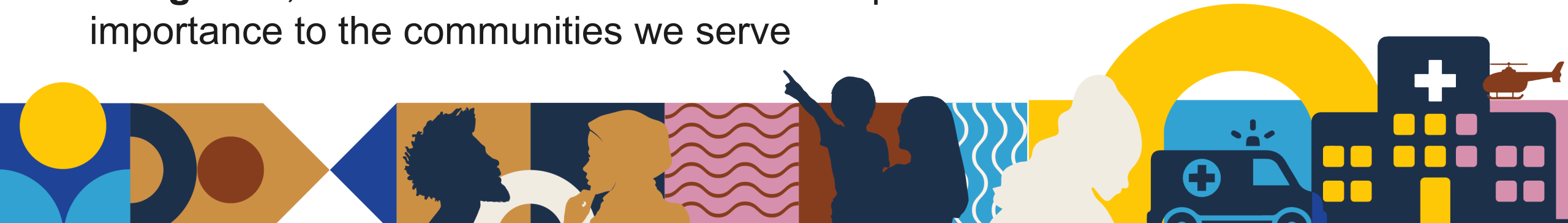
Facility Options Evaluation

- Using a pre-determined Options Evaluation Framework, an Options Evaluation Committee **reviewed and scored each of the final three facility options**
- A **primary facility option** was selected for further development and inclusion in the final Master Plan submission to the Ministry of Health in July 2023
- Evaluators included **Patient Partners, Physician Leaders, Board Members**, and LHSC Leaders



Key Benefits of LHSC's Master Plan Proposal

- ✓ A new **mental health and transitional & supportive care setting**, with a dedicated mental health emergency department
- ✓ A **reimagined Children's Hospital**, including a dedicated paediatric emergency department, and obstetrical care setting
- ✓ The proposed design prioritizes more **timely care, connectivity, accessibility and navigation**, which we heard were areas of top importance to the communities we serve



A Focus on Sustainability

- In all aspects of the Master Plan's design, the building services and building systems design incorporates significant **sustainability measures** to **reduce reliance on fossil fuels** and **maximize LHSC's resilience** over the next 30 years
- The new facilities will:
 - Promote patient, staff, and community health and wellness
 - Reinforce planetary and community health
 - Support equitable access and a sense of belonging
 - Conserve water
 - Be resilient
 - Make convenient and equitable access routes



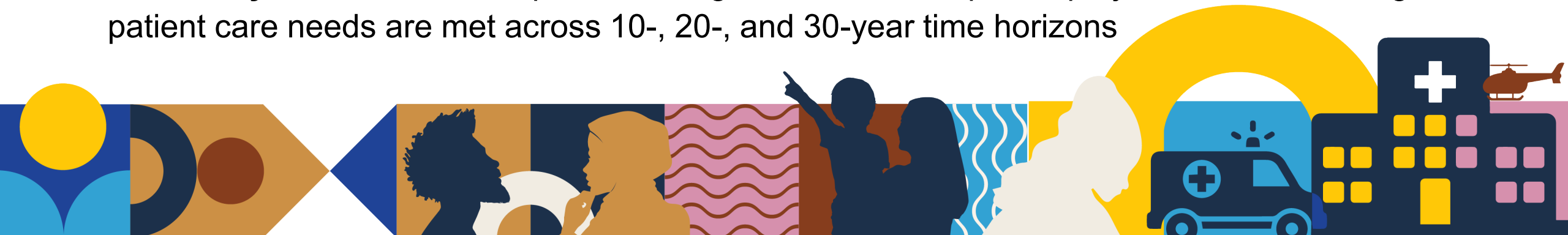
Planetary Health

Promote environmental sustainability in all we do



Key Takeaways

- **SDH-informed methodologies are essential** to ensuring equity deserving populations are meaningfully acknowledged with respect to future hospital capacity and infrastructure planning
- A **comprehensive engagement approach is critical** in informing capital planning and integrated care
- A **regional and collaborative approach to capital planning is key** in the provision of patient-centered care and achieving the best outcomes for the patients we collectively serve
- A **multi-phased approach of smaller, more affordable, and constructible phases can effectively advance** the completion of large-scale redevelopment projects, while ensuring patient care needs are met across 10-, 20-, and 30-year time horizons



This project belongs to the Community.

**With the community, we are building a world-class,
inclusive system for our parents, children and
grandchildren, meeting the needs of the
communities we serve across London and Region.**



Questions & Discussion





GREAT PEOPLE GREAT CARE



London Health
Sciences Centre



Children's Hospital
London Health Sciences Centre