

29<sup>TH</sup> EDITION

Keeping you informed on progress and plans for the New Windsor/Essex Acute Care Hospital Project. Brought to you by the Project Management Office.

## Project Vision

*Create a state-of-the-art treatment and healing environment for all of those who we care for; a supportive workplace with the latest technologies to allow all of our staff to provide the most efficient and highest quality care, in a new hospital that supports well-being and has the capacity to provide timely, patient and family-centred care for generations to come.*

## Highlighting a Year of Continued Progress, Partnerships and Planning

Ever since Windsor Regional Hospital submitted Stage 1.3 plans for [The New Windsor/Essex Acute Care Hospital](#) and the [Ouellette Campus Redevelopment](#) in 2023, the project team and hospital leadership have been working in close communication with the Ministry of Health and Infrastructure Ontario to refine and evolve the plan based on their input and requirements.

As we approach the New Year, Windsor Regional Hospital is preparing to move forward with a scope and strategy that addresses the priorities of interested and affected parties, aligns with the project vision and design principles and ensures that we adhere to a shared commitment to excellence.

In this edition of the PMO Report, we highlight key developments from 2024 that will set the stage for a transformative year ahead!

### 2024 Highlights

Together We Build is a slogan that has been adopted for this project. In this edition of the PMO Report, we highlight some of the major milestones we have accomplished together this year.



### Innovation in Technology and Smart Logistics

After working closely with hospital leadership, staff and members of the Patient and Family Advisory Committees, the team of healthcare technology experts at Angus Connect is finalizing an [Information, Communication, and Automation Technology \(ICAT\) strategy](#) that will use advanced and proven technologies to transform patient care and hospital operations in the new facility. The strategy will inform the design of the new hospital and highlight opportunities to use smart logistics like automated guided vehicles and pneumatic systems as well as smart patient rooms,

## PROJECT MANAGEMENT OFFICE TEAM MEMBERS

### New Windsor/Essex Acute Care Hospital Project

**Brandon Bailey**  
Vice President of Redevelopment

**Dr. Andrew Petrakos**  
Director of Clinical Services Planning

**Jeff Geml**  
Director of Support Services Planning

**Shival Seth**  
Director of ICAT Planning & Harmonization

**Rita Desai**  
Director of Operational Readiness

**John Fabiano**  
Director of Planning & Design

**Mike Coombs**  
Director of Project Delivery

**Amandeep Waraich**  
Director of FF&E, Managed Equipment Services, Asset Management and Capital Replacement, Redevelopment

**Allison Johnson**  
Manager of Communications & Community Engagement

**Audrey Logan**  
Lead, Indigenous Planning and Engagement

**Jan Rickard**  
Executive Assistant

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sophisticated real-time locating systems and seamlessly integrated mobile communication systems.

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## 2024 Highlights Continued

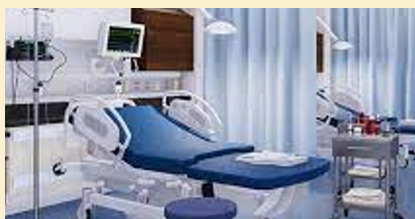
### Preparing for Operational Success

A seamless transition into a new state-of-the-art facility is a key priority for the planning team. In February, with the support of Stantec's Operational Readiness and Transition Planning team, Windsor Regional Hospital began working with program and service leads to **define success on opening day** with a focus on patient care, safety, and staff readiness. From there, they are creating an **Operational Readiness Strategy** by mapping out steps required to achieve a desired future state in the new facility, ensuring the right people, processes, and equipment are in place. In later stages, they will work on a transition plan that includes training for Users and simulations to test staff workflows and the movement of patients. The goal in all of it is to ensure patient care is uninterrupted throughout the move.



### Focus on Furniture, Fixtures, and Equipment

The **Furniture, Fixtures & Equipment strategy**, including the identification, procurement, and installation of FF&E items is vital to ensuring the hospital is functional and welcoming on opening day. The process began this year with the support of IHP and will ramp up in the New Year, starting with a detailed inventory process and room-by-room planning.



### Strengthening the Planning Team

As work progresses, the project team has grown to include a range of experienced subject matter experts in the areas of **planning and design, project delivery, operational readiness, technology, FF&E** and **Indigenous engagement**. With this team in place, WRH is well positioned for success as we advance to the next stage of planning, which will include indicative design, contract preparation and tendering for a final design builder.



### Site Preparation

Those driving by the new hospital site this year may have noticed an increase in activity with the continuation of Infrastructure Ontario-led site preparation. This work will ensure the site is ready when construction begins in 2026. In addition, ongoing conversations and coordination with the City of Windsor and service providers are underway to ensure proper infrastructure is in place to accommodate the construction and operation of a new facility.

### Building the Future of Healthcare, Together

The **Solcz Family Foundation made history this year with a historic gift of \$15 million** to purchase technology and equipment for the new hospital. This is the largest single gift ever made in Windsor-Essex. To celebrate the milestone, members of the Solcz family were joined by numerous dignitaries, including Premier Doug Ford, Deputy Premier and Minister of Health Sylvia Jones, Windsor Mayor Drew Dilkens, and Essex County Warden Hilda MacDonald. As part of his remarks, Premier Ford reinforced his support for advancing the project adding he would like to "... go as quickly as possible, cut out all the bureaucracy and get shovels in the ground."



### What's in Store for 2025?

With a solid groundwork and strong partnerships, WRH is well positioned to move swiftly into Stage 2 planning at an accelerated pace in the New Year, ensuring alignment with Infrastructure Ontario's timelines and targets for tendering and contract execution. Once again, the planning team will be seeking user input and working closely with User Groups representing all programs and services within the hospital to further develop the designs and advance the project.



## The FF&E Journey Begins

How do you identify every piece of furniture, every fixture, and all the equipment needed in a new hospital—and ensure everything is in place and operational on opening day?

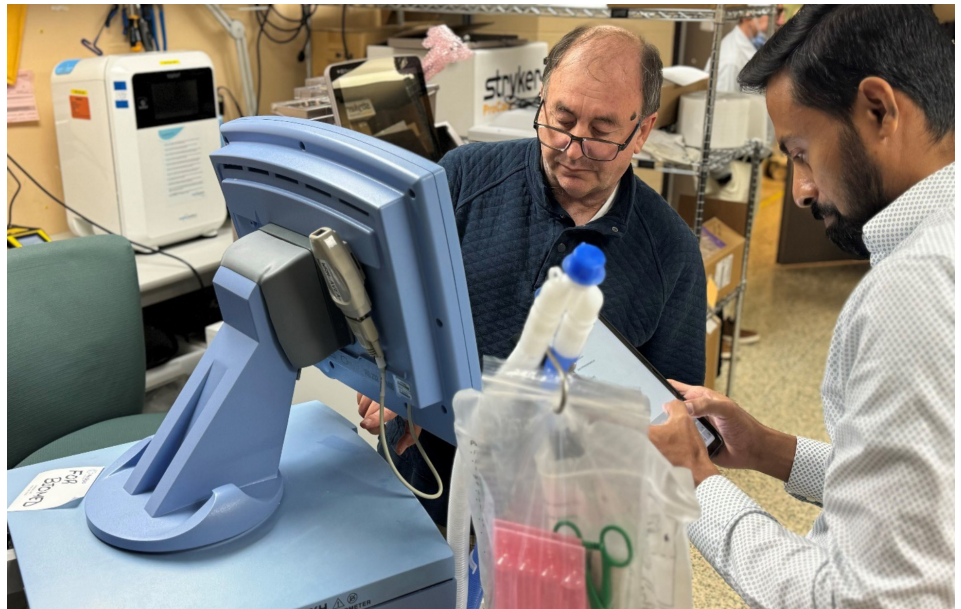
According to the team of FF&E (Furniture, Fixtures, and Equipment) experts at Insight Health Tech Planning (IHP), you start with a detailed inventory and an intimate understanding of the current assets. IHP is supporting WRH in this essential effort, ensuring a smooth transition to the new hospital.

In November, IHP team members toured both Windsor Regional Hospital (WRH) campuses as part of their preparation for developing a comprehensive FF&E strategy. Starting in the new year, the team will begin barcoding and cataloging items, conducting a complete physical inventory of the estimated 20,000 to 30,000 pieces of equipment and furniture at both campuses.

This process, says Abdulsalam Jaber, project lead and a veteran FF&E planner, is key to success on opening day.

“Without knowing what you have, you cannot plan for the new site properly,” he explains.

Once a complete inventory of current items is compiled, the team will determine what can be relocated to the new facility and what needs to be purchased. This approach informs the design specifications for the new hospital and helps minimize the cost of acquiring new equipment.



Thanaraj Anton and Esam Jondy of IHP are conducting an initial site and equipment survey at the Met Campus. They will become familiar faces in all program areas at both campuses for the future inventory of furniture and equipment.

In the years leading up to the move to a new hospital, this inventory will serve as a vital tool for determining when aging equipment in current facilities should be replaced. When appropriate, replacements may be deferred to align with the transition, ensuring they go directly into their “forever home” in the new hospital. This process offers an unbiased assessment of needs, guided by industry standards, the condition of existing equipment, and projected usage demands.

During Stage 2 planning, IHP will collaborate with User Groups representing all hospital program and service areas to develop a room-by-room list of future needs, detailing everything

from high-tech imaging equipment to syringe disposal containers. The team will then ensure that each department’s needs are clearly understood, and that selected equipment aligns with the evolving hospital design.

Jaber emphasizes the importance of balancing practicality with foresight.

“This is about determining needs. Equipment is expensive, and responsible decision-making is required.” he says. “Part of this work is to future-proof the facility, ensuring the infrastructure is in place not only for what is needed on day one but also for what will be required and is envisioned in the years ahead.”

## Together We Build

Thanks to University of Windsor Cancer Undergraduate Research Education (CURE) class for the opportunity to provide an update on plans for the New Windsor/Essex Acute Care Hospital project. We enjoyed talking about the future new hospital with future healthcare professionals and look forward to continuing to share progress as we advance to the next planning stage.







## Learning from Experience: Insights from Mock-Up Hospital Tours

Planning a new hospital is much easier when you can learn from the experiences of those who are already a few steps ahead in the modern design process. In November, a group of Windsor Regional Hospital planning team members and clinical leaders had the opportunity to tour high-fidelity mock-up rooms constructed for two Ontario hospital projects: the South Niagara Hospital (SNH) and Trillium Health Partners (THP).

Constructed in warehouse-style spaces, these mock-ups are full-scale representations of rooms being planned as part of the hospitals' current redevelopment projects, including inpatient, procedure, operating, medication, and exam rooms.

The mock-up rooms are set up near the project development sites to allow users to explore and evaluate the design and flow of critical spaces and make any required changes before the hospitals commit to a final design.

Stantec Architecture Principal Dan Munteanu, who worked on the NHS project and is now working with the WRH team, says these mock-up rooms

showcase the latest and greatest in hospital design.

“They represent a modern design that has been refined over the last decade by multiple design teams working in consultation with users. They incorporate lessons learned at previously built hospitals and incorporate modern standards for operational efficiency, infection control, facility management, and patient and staff satisfaction.”

The WRH team will build upon these modern designs and incorporate insights and lessons learned from the teams at SNH and THP tours when developing rooms and standards for the New Windsor/Essex Acute Care Hospital.

Similar mock-ups will be created for WRH in later planning stages to allow staff and community members to test the design and layout.

### New Windsor/Essex Acute Care Hospital Project Estimated Timeline

STAGE 1  
Early Planning

Proposal (completed in 2017)  
Functional Program (Jan. 2022 – June 2022)  
Block Diagrams (Nov. 2022 – April 2023)

STAGE 2  
Detailed Planning  
Pending review of Stage 1.3 submission

← We are here  
Indicative Schematic Design  
Functional Output Specifications  
Procurement Docs and RFQ (Early 2025)  
RFP Process/Evaluation

STAGE 3  
Construction  
Beginning summer 2026

Developer Selection/Contract Award  
Working Drawings  
Construction Phase  
Operational Readiness and Move In