

15TH 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.

Building for Success: New governance structure to oversee state-of-the-art hospital project

Hospitals are among the most complex architectural and engineering projects to design and construct. They require complicated mechanical, electrical and IT systems, and built-in flexibility to adapt to evolving technologies and future demands. In addition, hospital designs must meet or exceed Canadian Standards Association (CSA) standards to ensure safe, accessible and comfortable care.

Achieving these goals, while ensuring the community's vision and guiding principles are incorporated into a state-of-the-art facility that is built on time and on budget, will require a dedicated team with a special skill set and a governance model to ensure timely and informed decisions.

As planning for a new hospital progresses, the volume and magnitude of decisions required is rapidly increasing. In effort to stay focused on meeting Infrastructure Ontario's target to have shovels in the ground by 2026, effectively manage project risk and ensure the final outcome meets the needs and expectations of patients, staff, professional staff and the community, WRH is implementing a new structure and plans to expand the Project team.

"We are at a critical point in the planning and design process and it is important that we get it right," says Brandon Bailey, Vice President of Redevelopment for the Project. "The new structure and expanded team will ensure WRH has the capacity to act quickly and decisively, with the right team

of experienced leaders in place to move through the process with confidence."

In developing the Project Governance Structure, several hospital organizations with current or recent redevelopment projects were consulted, including Niagara Health, Trillium Health Partners and Halton Healthcare.

The new structure includes five committees or working groups that will provide oversight and advise on key areas for the duration of the project.

The governing bodies will include a mix of hospital and community leadership as well as key project partners including project architects, engineers, specialty consultants and the company ultimately selected to build the new hospital.

As the pace of planning increases, WRH is also looking to strengthen and expand the PMO Team to ensure strong leadership in each of the following work stream pillars as the project moves into the next planning stages.

- Planning and Design
- Service Planning and Operational Readiness
- Contract Management
- Information, Communication, Automation and Technology (ICAT)
- Equipment Planning and Asset Management

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

Allison Johnson
Manager of Communications &
Community Engagement

Fatima Lopes-Barros
Administrative Assistant

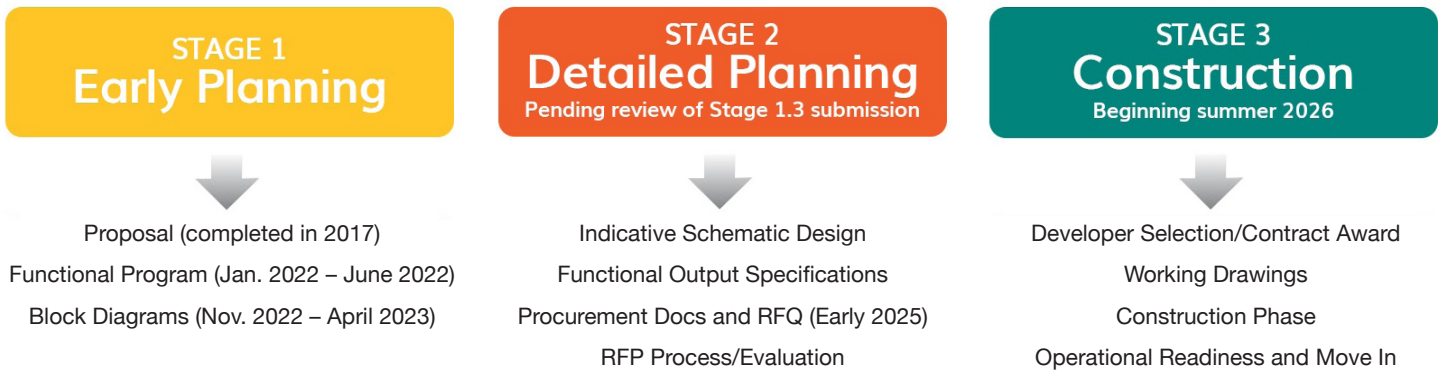
Learn more about the project and subscribe to the project email list for updates at www.WindsorHospitals.ca

- Project Delivery
- Communications & Engagement

The team is expected to continue to adapt and grow as the project progresses, demands change, designs become more detailed and construction begins.

"With a new governance model and additional highly-skilled team members in place, we will be well positioned to navigate through the complex design and construction periods of the project," said Bailey, who plans to have the new structure in place by fall, before work begins on the next planning stage.

Estimated Project Timeline



Project Update and Next Steps

Following the Stage 1.3 Submission for the new hospital in late April, WRH met with Ministry of Health officials to provide an overview of the submission. The team now awaits further discussion from the Ministry before moving to Stage 2, where schematic drawings will be developed and the procurement process to select a consortium to complete the design and build of the hospital begins.

In the meantime, the project team and hospital leadership are preparing for the next major steps and remain focused on the following priorities.

MINISTRY OF HEALTH DISCUSSIONS

The Ministry of Health Capital Branch is currently reviewing the Stage 1.3 Submission. We look forward to their input, responding promptly to any questions and working with the Ministry to ensure the final scope aligns with provincial expectations and standards for modern, safe and efficient hospital care.

OUELLETTE REDEVELOPMENT

The Ouellette Campus will remain an essential part of the area healthcare landscape after the new hospital opens, offering urgent care, pharmacy, laboratory, renal and other ambulatory services. Work is now underway to finalize exactly what services will be located here, how the services will be provided, and what work is required to offer those services, while meeting modern safety standards and building codes in the aging facility. User Groups are currently working with Parkin Architects to develop a plan for the site and ensure services continue to be offered uninterrupted when the new hospital opens.

ONBOARDING INDUSTRY EXPERTS

In the next planning stage, WRH leadership and the project team will be asked to make major decisions that will define the overall experience for patients and staff in the new hospital and have a major impact on all aspects of design. Consultants who bring specialized knowledge, industry expertise, and a comprehensive understanding of healthcare design standards to the table, will be required to support timely and informed decisions that reflect the hospital's preferences and align with the project vision. Work is now underway to determine exactly what type of specialty expertise is required to support next steps and proceed with tendering to select the right individuals and organizations.

DID YOU KNOW?



Furniture, fixture and equipment planning is a major part of new hospital planning and design.

One of the most critical pieces of planning a new hospital is knowing what goes in each room in terms of furniture, fixtures and equipment (FF&E), making sure it all fits and is fully functional on opening day. Planning includes the identification, procurement, delivery and assembly of tens of thousands of items ranging from large diagnostic imaging systems and surgical equipment to hospital beds, waiting room seats, light fixtures and thermometers. That work is a massive undertaking and begins years before a new hospital opens.

In the next stage of planning, FF&E specialists will work with user groups to determine what items are needed in each room, what can be moved from the existing facilities and what will need to be purchased, installed and prepared. They will also ensure the new hospital design includes the right amount of space for the required items and determine who is responsible for ensuring each item on the FF&E list is ready and available when needed.