Grand River Hospital and St. Mary's General Hospital

Waterloo Region New Hospital Building Visioning Study

December 20, 2024



DIALOG

St.Mary's GENERAL HOSPITAL

GRAND RIVER HOSPITAL

BUILDING THE FUTURE OF CARE TOGETHER

CREDITS











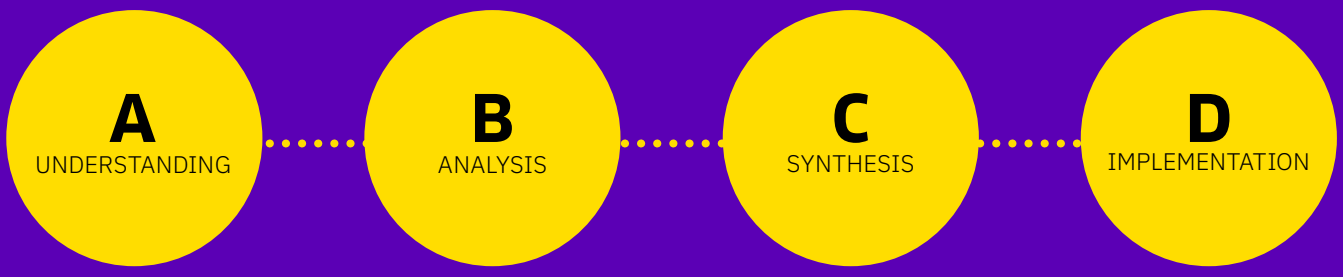
This New Hospital Building Visioning Study was issued December 2024, commissioned and directed by Grand River Hospital and St. Mary's General Hospital, and prepared by DIALOG. An acknowledgment of the invaluable participation of numerous groups and individuals is included at the end of the study document.

FOREWORD

In April 2024, Grand River Hospital (GRH) and St. Mary's General Hospital (SMGH) launched a visioning study for the design of their new joint hospital building. This study is herein referred to as the ***New Hospital Building Visioning Study*** and lays the foundation for the hospital's physical development, providing guidance for future studies and guideline documents.

The New Hospital Building Visioning Study is organized into four parts:

- **Part A — Understanding:** This section provides the background for both hospitals, Grand River Hospital and St. Mary's General Hospital, and their strategic plans. It also delves into the origins of the building project and outlines the key elements of the Stage 1.2 Proposal, including insights from the Ernst & Young (EY) BFCT Report. Additionally, it introduces the Community Wellbeing Framework (CWF) as a foundational approach for informing the design process, emphasizing its relevance and application within the healthcare sector.
- **Part B — Analysis:** This section examines the community context and policy landscape, offering an analysis of the proposed hospital's study site while considering regional, municipal, and university policies. The engagement strategy is also highlighted, summarizing key findings from each stage of stakeholder engagement, which have been instrumental in shaping the project's direction.
- **Part C — Synthesis:** This section synthesizes the Design Vision and Themes, articulating the project's design vision statement and the themes that will guide its development. This section also presents an overview of the CWF, focusing on the specific design metrics developed for the new hospital building, ensuring that the design aligns with community needs and expectations.
- **Part D— Next Steps and Implementation**: The final section provides direction on the future steps and implementation strategies. It includes recommendations for further studies and guidelines that will support the hospital's physical development, ensuring that the vision is effectively translated into reality.



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GRAND RIVER HOSPITAL



PART A

UNDERSTANDING: BUILDING THE FUTURE OF CARE TOGETHER (BFCT)

A

Part A of the New Hospital Building Visioning Study introduces the Building the Future of Care Together (BFCT) initiative, highlighting the collaboration between Grand River Hospital and St. Mary's General Hospital. After summarizing the hospitals' strategic plans and the context of the joint project, this section presents the Community Wellbeing Framework, emphasizing its vital role in shaping the healthcare design for the new hospital.

1. Hospitals Background

1.1. BFCT JOINING TOGETHER: GRAND RIVER HOSPITAL AND ST. MARY'S GENERAL HOSPITAL

Building a new hospital in Kitchener-Waterloo has been an ongoing discussion for several years, and both Grand River and St. Mary's General Hospitals supported a joint approach to gain support for this community initiative. While planning had already begun through the joint effort of the two hospital corporations, a significant change would further enable and support the efforts.

In April 2024, both Hospital Boards announced a common goal of coming together to create a single organization that would replace existing organizations and oversee current hospital sites, services, and the ongoing capital redevelopment projects. On June 26, 2024, both the Grand River and St. Mary's Boards approved the legal and corporate due diligence process, agreeing to proceed with developing and submitting a proposal for integration to the Ministry of Health. The St. Joseph's Health System Board of Directors also passed the motion and is supportive of SMGH and GRH moving to the next step in the merger process.

The Redevelopment Project continues to be a priority for both hospitals and a key component of the journey towards a new future as a single hospital organization. The integration will maximize the collective and unique strengths of each hospital and will put the new corporation in the best position to navigate the changing health care landscape and meet the needs of the rapidly growing communities of Waterloo-Wellington and beyond.

> Our goal in joining together is to provide our communities with faster, improved access to modern, fully integrated care.
>
> *-Tim Rollins, St. Mary's General Hospital's Board of Trustees Chair*

> Our hospitals have incredible strengths and we are excited to learn from each other, bringing together the best of both hospital cultures to provide an exceptional patient experience.
>
> *-Sandra Hanmer, Grand River Hospital's Board Chair*





Images: St. Mary's General Hospital (left) and Grand River Hospital K-W Campus (right)

Grand River Hospital and St. Mary's General Hospital have a long history of partnership including a joint medical staff, shared clinical support services such as lab, diagnostic imaging and pharmacy, collaborations on COVID-19 response, Kitchener-Waterloo 4 Ontario Health Team (KW4 OHT), and development and implementation of a shared health information system.

The two hospitals provide the local community with a full complement of acute care, continuing care and rehabilitation services. Regional programs to provide cardiac, cancer and renal services and specialty programs in ophthalmology, chest and child and adolescent mental health are provided to the region and beyond.

Operating from three hospital sites - two GRH sites and one SMGH site – the following are provided:

- **High-acuity care** across a range of regional programs for Waterloo Wellington (WW) communities and beyond including residents of Bruce-Grey-Owen Sound, Huron-Bruce, and Dufferin-Caledon.
- **Secondary care** to the local Kitchener-Waterloo (KW) area population (KW4 OHT).
- **Post-acute care,** including complex continuing care (CCC), palliative care, rehabilitation, and specialized long-term mental health.

1.2 HOSPITAL STRATEGIC PLANS

1.2.1 St. Mary's General Hospital Strategic Plan Refresh 2024 – 2026

St. Mary's Strategic Plan Refresh for 2024-2026 revisits and updates their goals midway through a five-year initiative originally launched during the height of the COVID-19 pandemic. Commemorating their centennial year, St. Mary's moves away from immediate pandemic responses to a broader vision that focuses on the future of healthcare. This plan is shaped by partnerships with health, academic, and innovation entities to enhance community health and healthcare delivery. The refreshed strategic plan pivots around three core pillars:

1. Enhancing the quality and accessibility of care.
2. Nurturing the hospital workforce.
3. Fortifying community health through strategic partnerships.

Each pillar is underpinned by commitments to digital advancement, innovation, research, and sustainable funding. Additionally, the plan embeds a strong organizational commitment to Truth and Reconciliation, aiming to foster an equitable, diverse, and inclusive environment alongside a new commitment to environmental sustainability.

Key priorities include expanding access to high-quality care while maintaining safety across all programs, with a specific focus on enhancing regional specialty services like cardiac, chest, and eye care, known nationally for their excellence. Moreover, the plan emphasizes building a resilient and inclusive workplace culture that supports wellness and skill development among hospital team members, ensuring that the workforce is equipped to provide top-tier care. The third priority stresses the importance of collaborative efforts to propel community health forward, leveraging partnerships to create a healthier, more connected community.

1.2.2 Grand River Hospital Strategic Plan 2021 - 2025

The Grand River Hospital Strategic Plan 2021-2025 provides a shared vision to create a world class health system supporting healthier lives. The plan has been shaped by insights from patients, families, hospital team members, and community leaders, and reflects lessons learned.

To measure success, the plan outlines a decade-long goal with five-year milestones and identifies three strategic directions to guide progress:

1. Deliver a world class experience for patients, families and team members;
2. Partner to create a world class health system
3. Innovate and transform health care delivery.

Central to the plan are four key organizational values that will guide the hospital's mission and future, reinforced by a commitment to collaboration and continuous improvement in service delivery. Through this collective effort, the hospital aims to enhance the lives of those it serves and realize its aspiration of excellence in healthcare.

2. Project Background

2.1. BFCT BUILDING TOGETHER: PROJECT BACKGROUND

Grand River Hospital and St. Mary's General Hospital are coming together as one hospital organization to build a new joint hospital and modernize existing hospital facilities to care for the people of Kitchener-Waterloo.

As cities and regions evolve, the health care system must evolve with it. The Region of Waterloo is one of the fastest-growing urban areas in Canada. Grand River Hospital and St. Mary's General Hospital are developing a shared vision for the future of health care and new hospital infrastructure to care for more patients in the Kitchener-Waterloo community for decades to come. To realize this vision, the two hospitals received an initial planning grant from the Ontario government for the following:

- A new state-of-the-art hospital in the region
- Renewing and repurposing the existing GRH building in mid-town Kitchener as an ambulatory and urgent care centre
- Renewing the Freeport Campus for modernized and expanded rehabilitation capacity

All sites would be governed by the new, single organization following the planned merger of Grand River Hospital and St. Mary's General Hospital.

The purchased lands adjacent to the David Johnston Research + Technology Park (R+T Park) at the University of Waterloo will the be the location for the new acute care hospital. Through this project, opportunities for strengthened research, education, innovation and technology in health will be created.

2.2. STAGE 1.2 PROPOSAL

Grand River Hospital and St. Mary's General Hospital have prepared a joint Stage 1 proposal to realize the vision of addressing and renewing acute and post-acute care facilities in Kitchener-Waterloo. Facility Development Plans have been prepared for the new joint hospital, renovation of existing GRH-KW Campus, and the expansion of existing Freeport Campus.

The new joint hospital will accommodate both hospitals' highest acuity services, which include regional cardiac services, regional cancer services and impatient acute care, among others. This co-location of services achieves key clinical adjacencies that would otherwise not be achieved through redevelopment on the existing site. The construction for the new acute hospital will occur over three phases, which include:

- **Phase 1A – Enabling Services:** Opening 2032, over 450, 000 sq ft will be constructed and support lab, pharmacy, medical imaging; urgent care and ambulatory procedures; and food services, materials management, and medical device reprocessing.
- **Phase 1B – Acute Services:** Opening after 2034, over 1.2 million sq ft will support acute services that includes 560 acute care beds including 60 critical care beds.; an emergency department; a cardiac regional program; surgery program; and maternal, newborn and pediatric program.
- **Phase 1C – Acute Services:** Opening after 2039, over 1.0 million sq ft will support a regional cancer program and renal program; mental health programs for adults, children, and adolescents; and additional medical imaging technology and acute and critical care beds.





Images: Functional Programming Workshop, September 18th, 2024

2.3. ERNST AND YOUNG BFCT REPORT

On their shared journey for expanding and revitalizing hospital infrastructure in Kitchener-Waterloo and beyond, Ernst and Young (EY) has supported Grand River Hospital and St. Mary's General Hospital to envision future service delivery models for the next the next 10 – 30 years to provide the best quality care and meet future community health needs. Through EY's support the following vision statement was developed: "Creating Ontario's First Innovation Campus of Care, Together".

Grounded in extensive engagement with over 160 internal and external stakeholders, EY developed specific recommendations to support future servicing delivery models. Three main overarching themes and highlights include:

- **A Future of Shared Service Delivery:** A shared program delivery approach for all programs and services allows GRH and SMGH to jointly deliver and manage the programs as a unified entity within BFCT.
- **Increased Delivery Outside of the Hospital Setting:** By increasing the utilization of ambulatory and virtual channels of service alongside alternative service delivery and partnerships, this will provide greater flexibility and access to care at the point of need for patients, healthcare providers, and the community.
- **Future Proofing the Physical Hospital:** To remain responsive to an evolving healthcare, including regulations, patient needs and expectations, and emerging trends, a sustainable service delivery model must be scalable and adaptable, allowing GRH and SMGH to optimize their physical hospital footprint.

Key transformation areas have been identified as potential next steps in the BFCT project, functional programming, and the long-term organizational change journey. These areas include planning service delivery models (SDM) and operational governance, strategically reviewing ambulatory services, and developing a communication and change management strategy for shared service delivery. EY's work will inform the joint GRH and SMGH submission for the Stage 1.3 Functional Program to the Ministry of Health (MOH).

3. Informing Design: The Community Wellbeing Framework

3.1 COMMUNITY WELLBEING FRAMEWORK

Actions that can impact long-term quality of life are becoming increasingly important to decision-makers. A growing body of knowledge now seeks to guide decisions that affect community wellbeing. In the context of the built environment, the design of spaces and places plays a crucial role in promoting physical and mental wellbeing. This approach is gaining more attention from practitioners and decision-makers who shape our built environments.

In 2018, DIALOG and the Conference Board of Canada launched a groundbreaking research initiative to create a framework for assessing how the built environment contributes to community wellbeing. This research aimed to show that investing in wellbeing benefits everyone. The framework's development was supported by an extensive literature review, multiple case studies, and interviews, which informed the creation of the Community Wellbeing domains, indicators, and metrics.

DIALOG and the Conference Board of Canada also sought input from leaders in design and health industries, including the Public Health Agency of Canada, the Design Industry Advisory Committee, the Association of Local Public Health Agencies, the Centre for Interdisciplinary Research in Rehabilitation and Social Integration, Laval University, and various Medical Officers.

The process of developing the framework was both rigorous and comprehensive. As a result, it serves as a research-based design tool that supports the creation, implementation, monitoring, and evaluation of projects. The Community Wellbeing Framework (CWF) identifies five essential domains of wellbeing: Social, Environmental, Economic, Cultural, and Political. These domains structure the framework, with eighteen indicators and associated metrics further defining its quantifiable aspects.



3.2. THE COMMUNITY WELL BEING FOR THE HEALTHCARE SECTOR: NEW HOSPITAL BUILDING VISIONING STUDY

The CWF report acknowledges the well-established body of literature that explores the relationship between the design of healing environments and their impact on the physical and mental wellbeing of patients, caregivers, family members, and hospital team members. For patients, the physical design of a space can lower stress, reduce blood pressure, and shorten post-operative hospital stays. Features such as patient access to outdoor areas, clear navigation and signage, privacy, and views of nature all contribute to enhanced healing and recovery.

Adopting a wellbeing approach also offers significant benefits for hospital team members. Support systems like on-site daycares, respite areas, and access to daylight and nature views are linked to increased job satisfaction and staff retention, helping to attract new talent.

For caregivers and family members, hospitals can be highly stressful environments. Providing access to healthy food, spaces for grieving or celebrating, multi-faith rooms, and other amenities can have a positive impact as they support patients.

The CWF structured the conversation around the design vision for the new hospital in Kitchener-Waterloo. The CWF was instrumental in applying a wellbeing lens to the design vision and themes, ensuring that all key aspects of wellbeing – cultural, political, environment, social, and economic- all well thought of. Part B and C of the New Hospital Building Visioning Study provides further detail on the process and outcomes. In the end, using the CWF, the process offers a “made in K-W” design vision, associated themes, and a tailor-made design metrics for the new hospital.



Kick-off Workshop with SMGH + GRH Leaders (June 6th, 2024)





Images: Arthur J.E. Child Comprehensive Cancer Centre, DIALOG


What is the purpose of the project?
Determine the project's sector, population served, and key objectives.
SOCIALIZATION
ECONOMIC
ENVIRONMENT
CULTURAL
SOCIAL
POLITICAL
COMMUNITY
WELLBEING
welcoming
delight & enjoyment
mobility
resilience
affordability
complete community
life-cycle costing
local economy
cultural vitality
sense of belonging
play
learning
integration
collaboration
sense of ownership
socialization
support systems
WHERE?
DIALOG



PART B

ANALYSIS

B

This section of the Hospital Building Visioning Study identifies current conditions of the site, including the physical context and policy direction contained in various regulatory and statutory plans. This section also provides a summary of the Visioning Study process and engagement.

4. Community Context

4.1. THE SUBJECT SITE

4.1.1 Site Location and Context

The site selected for the GRH-SMGH Joint New Hospital ("Subject Site") is situated within the City of Waterloo, in the Regional Municipality of Waterloo, on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee Peoples. Located within the Haldimand Tract, which spans six miles on either side of the Grand River, the Subject Site holds cultural and historical significance for the Haudenosaunee and Mississaugas of the Credit First Nation, who are the local Indigenous peoples in the region.

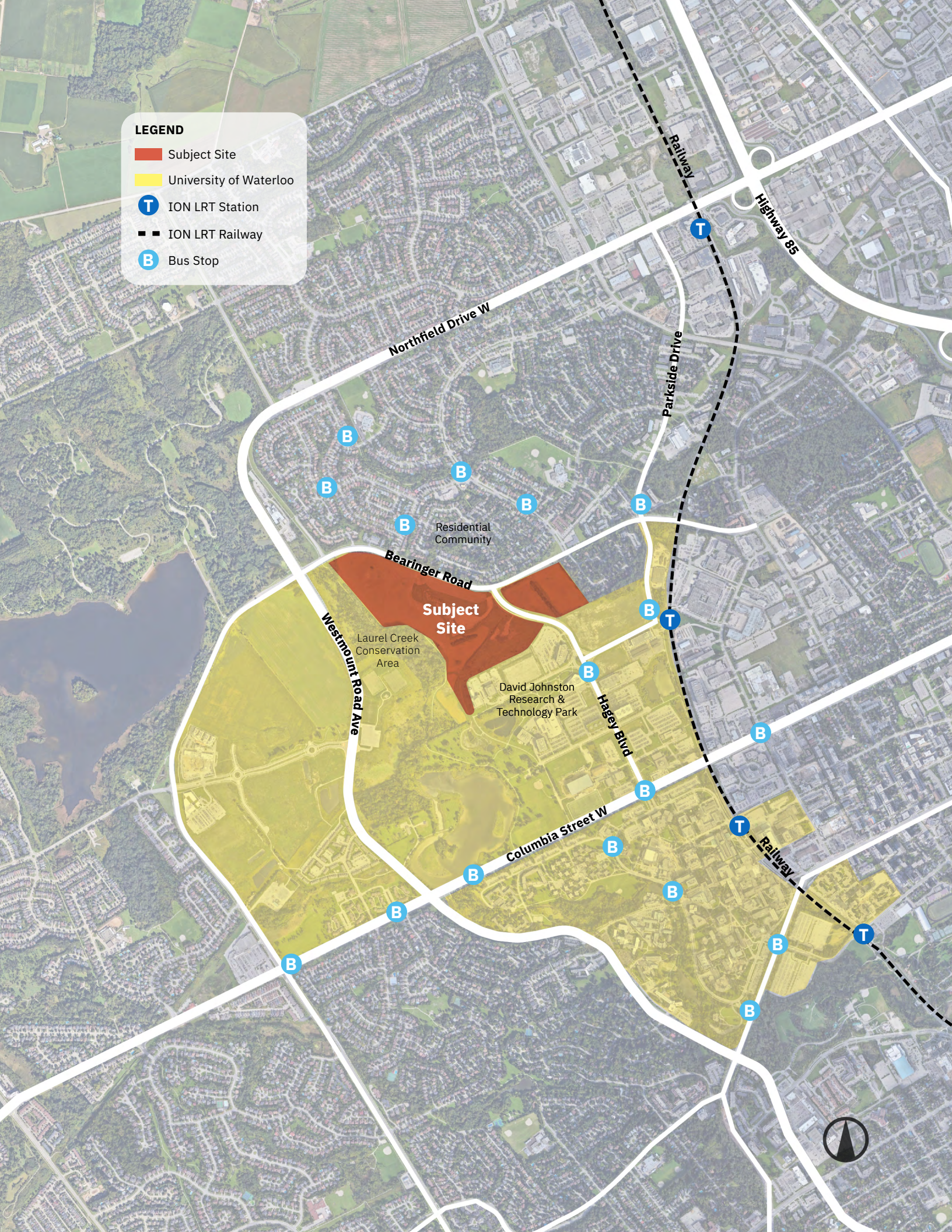
The Subject Site comprises two parcels of land located on the North Campus of the University of Waterloo. It is bounded to the north by Bearinger Road with a low density residential community beyond, to the south by David Johnston Research & Technology Park, to the west by Laurel Creek Conservation Area and Westmount Road Avenue beyond. Hagey Boulevard bisects the overall site.

4.1.2 Site Access

At present, private vehicle mode provides the easiest access to the site via Bearinger Road and Hagey Boulevard. Bearinger Road provides direct connections to Westmount Road westward and Parkside Drive eastward.

Grand River Transit (GRT) provides scheduled (fixed route), on-demand, and specialized bus, and Light Rail Transit (LRT) services within the City and which provide connections with across the City and to the greater regional area. Currently, the site is in close proximity to the ION LRT and GO Bus, iXpress, and local GRT bus routes.

For active transportation, the Subject Site is directly connected to painted bike lanes, multi-use trails, and community trails, and is in close proximity to signed routes and segregated/buffered bike lanes. Both, Bearinger Road and Hagey Boulevard are proposed to be upgraded and will have a physically separated bike lane.


LEGEND
Subject Site
University of Waterloo
ION LRT Station
ION LRT Railway
Bus Stop
Railway
Highway 85
Northfield Drive W
Parkside Drive
Residential Community
Bearinger Road
Subject Site
Laurel Creek Conservation Area
Westmount Road Ave
David Johnston Research & Technology Park
Hagey Blvd
Columbia Street W
Railway

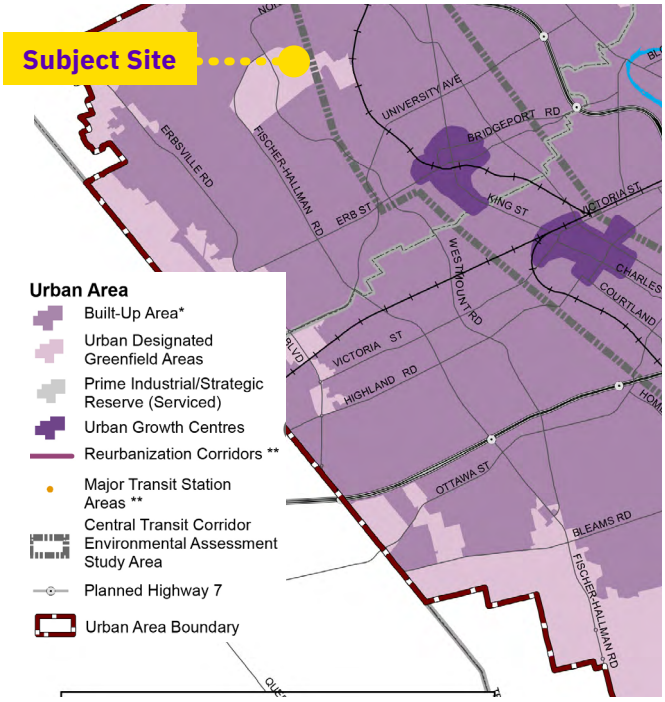
5. Policy Context

Within the context of the proposed Grand River Hospital and St. Mary's General Hospital Subject Site and its surroundings, this section of the New Hospital Building Visioning Study highlights relevant planning and policy directions, without prejudice, contained in the Regional Official Plan, City of Waterloo Official Plan, and the University of Waterloo Campus Master Plan. For the purpose of municipal applications or subsequent design and planning work, the original policies should be considered in full. This section summarizes key information from these documents to inform the work herein contained, including edits to the associated metrics of The Community Wellbeing Framework. For a complete understanding, the original policies should be consulted.

5.1. REGIONAL OFFICIAL PLAN FOR THE REGION OF WATERLOO

The Regional Official Plan "(ROP)" is the long-range, community planning document that guides the physical, economic, and social development of the Regional Municipality of Waterloo ("Region"). The overall goal of the ROP is to promote balanced growth by directing a greater share of urban development towards the existing Built-Up Area and by contributing to the creation of complete communities in Urban and Township Designated Greenfield Areas.

The ROP designates the lands of the Subject Site as Urban Designated Greenfield Areas ("UGDA") on Map 3A, which include lands within the Urban Area that are located outside the built boundary as identified by the Province. The UDGA directs development that supports the Planned Community Structure, contributes to the creation of complete communities, and achieves a minimum density of 40 residents and jobs combined per hectare for lands that serve an employment function.

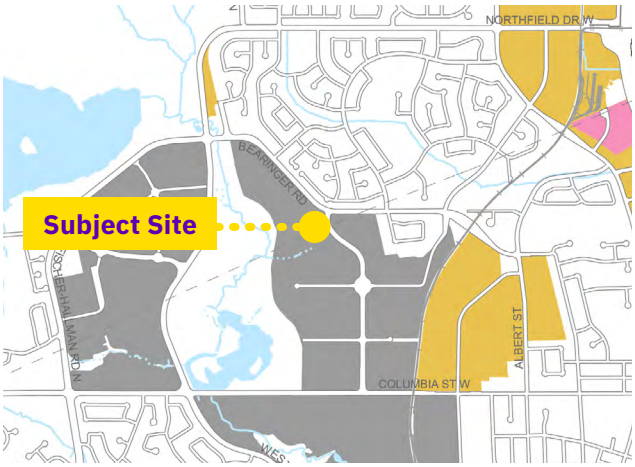


Zoom-in of Map '3a': Urban Area (ROP)

5.2. CITY OF WATERLOO OFFICIAL PLAN

The Subject Site is currently designated as Employment in Schedule 'A' of the City of Waterloo Official Plan ("CWOP") (2012, Office Consolidation 2022). Under the broader Employment designation, the site is more-specifically designated as Academic (Schedule 'A2').

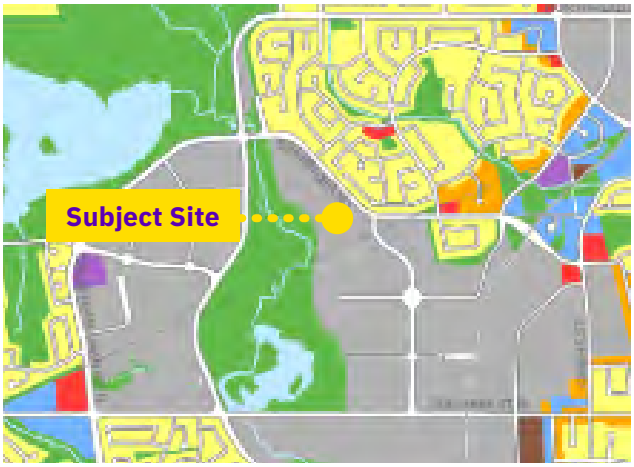
The Academic designation is intended to protect lands for post-secondary educational institution growth and related employment uses (Section 10.3.2.3). Permitted uses in Academic areas include post-secondary administrative and educational facilities, research and development centers, research institutes, residential uses associated with academic uses, and limited supporting uses such as convenience retail and community uses.



Zoom-in of Schedule 'A2': Employment Areas (CWOP)

Employment Areas

- Academic
- Business Employment
- Flexible Industrial



Zoom-in of Schedule 'A': Land Use Plan (CWOP) (Legend Below)

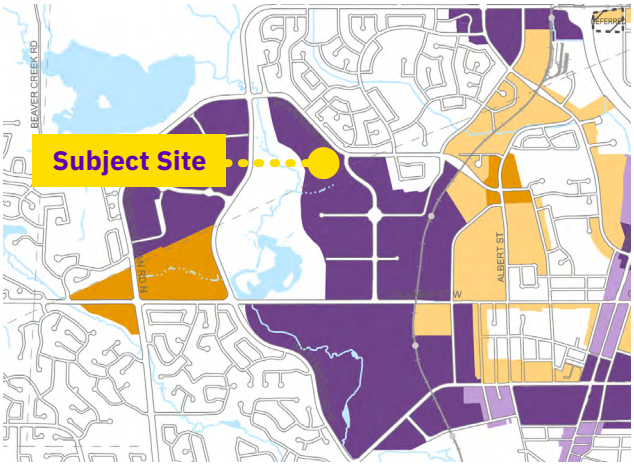
Land Use Designations

- Low Density Residential
- Mixed-Use Medium Density Residential
- Mixed-Use Medium High Density Residential
- Mixed-Use High Density Residential
- Commercial
- Employment

Additional to the Academic land use designation, the Subject Site is located within a designated Major Node (Schedule ‘B’) and Designated Greenfield Area (Schedule ‘B3’) and partially located in a Major Transit Station Area (Schedule ‘J3’).

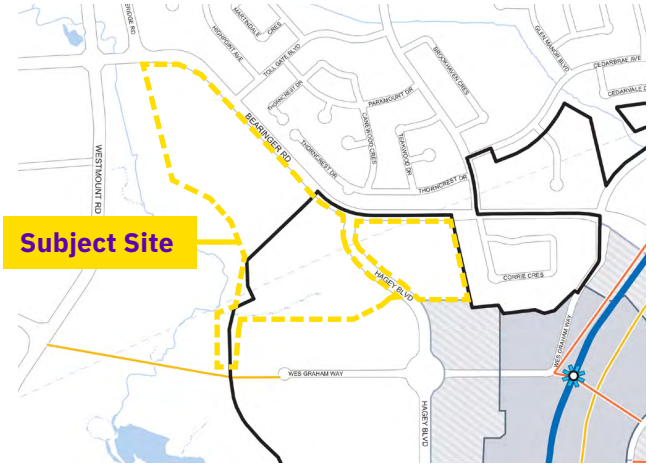
Employment areas located within Major Nodes are to be planned to support the node as a destination. Designated Greenfield Areas serve to integrate development within existing communities and support the establishment of complete communities and contribute to meeting regional employment and population growth targets.

Major Transit Station Areas (“MTSA”) support transit-supportive uses including medium to high density residential, commercial, and employment uses. The portion of the Subject Site located within the MTSA is located towards the outward boundary where intensive uses are generally supported.



Zoom-in of Schedule ‘B’: City Structure (CWOP)

Primary Node
Major Node
Minor Node
Future Node
Major Corridor
Minor Corridor



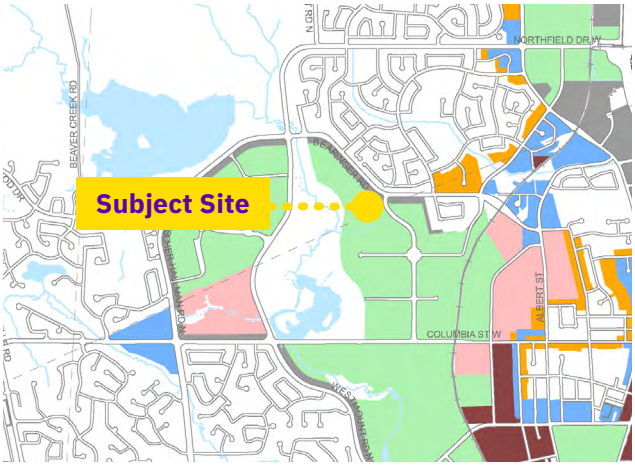
Zoom-in of Schedule ‘J3’: Research and Technology Station Area (CWOP)

ION Rapid Transit Station
Potential Priority Public Space
ION LRT
Active Transportation Connection
Potential Priority Connection
Station Area Boundary
Area A
Area B

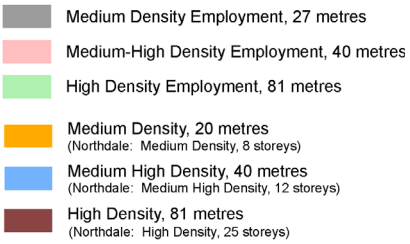
As stated in section 10.3.1 of the CWOP, the proposed development must adhere to height and density limitations outlined in Schedule ‘B1’, which directs a maximum height of 27 metres for built form that fronts Bearinger Road and 81 metres for built form located internally on the Subject Site.

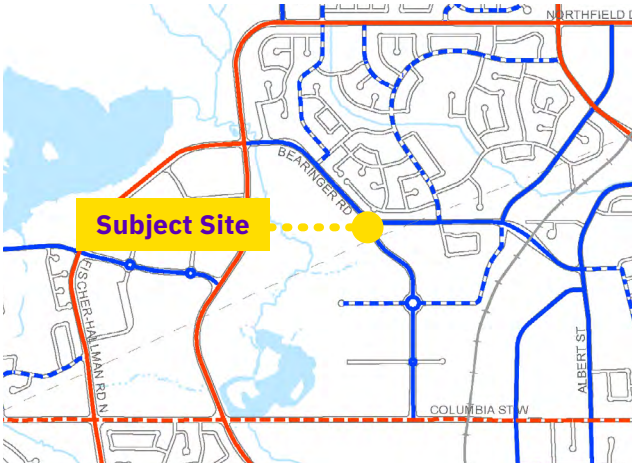
Schedule ‘E’ - Road Classification System, identifies both Bearinger Road and Hagey Boulevard as a Major Collector. Bearinger Road has an ultimate road allowance of 26.0 metres, while Hagey Boulevard has an ultimate road allowance of 30.0 metres.

There are a number of Natural System features adjacent to the west of the Subject Site that require consideration and incorporation into the development of the site (Schedule 'A4'). These features include Environmentally Sensitive Landscapes, Core Natural Features, Perennial Watercourse, and an Intermittent Watercourse that has an associated flooding hazard (Two Zone Floodway).

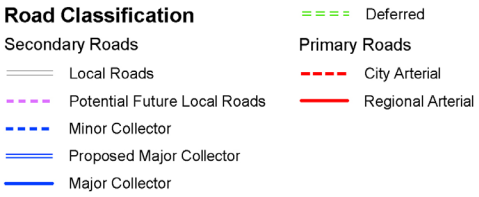


Zoom-in of Schedule ‘B1’: Height and Density (CWOP)





Zoom-in of Schedule ‘E’: Road Classification System (CWOP)

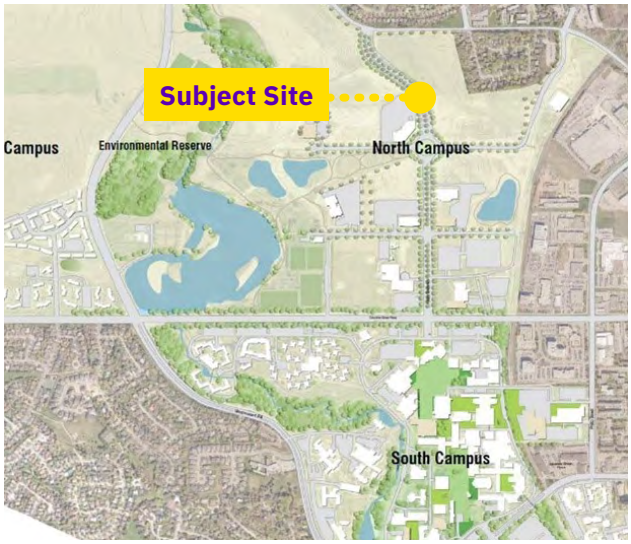


5.3. UNIVERSITY OF WATERLOO CAMPUS MASTER PLAN UPDATE (2009)

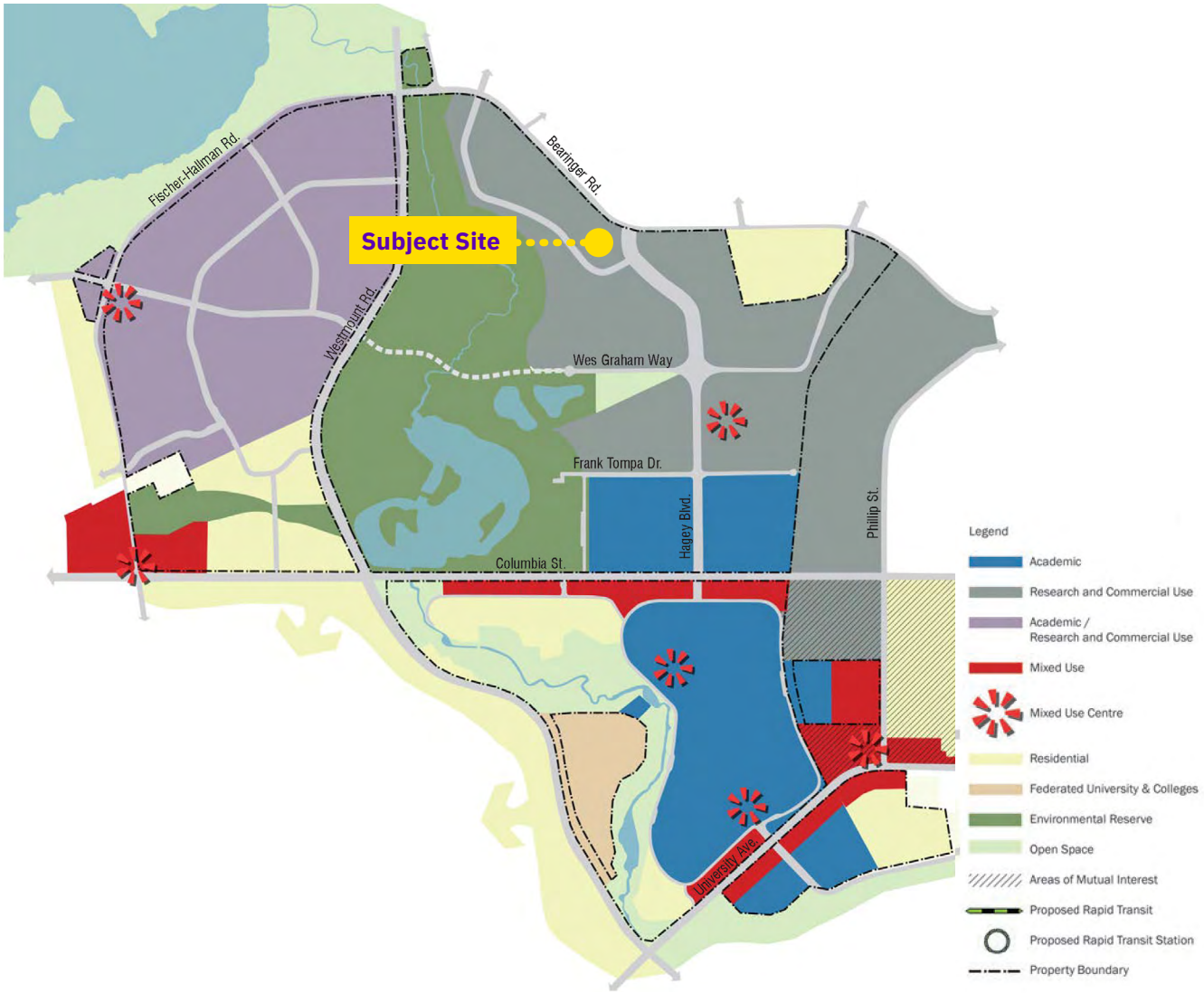
The University of Waterloo Campus Master Plan ("The Plan") (Updated 2009) provides a framework to strategically guide future growth of the campus, while preserving, enhancing, and expanding the quality and integrity of the campus and its surrounding environment. The Plan contains directives on the location of new development, open space identification and design, and new patterns for movement on Campus.

The Subject Site is located in the Research and Technology Park area (“R +T Park”) on North Campus and is designated as Research and Commercial Use. The area is identified for further urban integration, guided by the 2002 Development Handbook and the 2006 Northwest Campus planning study for Phase 2 of the R + T Park. According to The Plan, development is primarily to focus on research and technology, with some supporting uses such as retail, and university uses that can function independently from the main academic campus. Greater connectivity to adjacent areas including the South Campus, the RIM lands to the east, and the Environmental Reserve to the west is a priority, with plans for a new gateway building at Columbia Street and integration with the proposed rapid transit station on Wes Graham Way.

The Plan emphasizes sensitivity to topography and mitigating visual impacts to the residential neighbourhood on Bearinger Road through building setbacks and grade-related height limits. The adjacent Environmental Reserve is to be protected, with only low-impact uses permitted. Large-scale development is not allowed in the Environmental Reserve, though uses that support ecological research and interpretation are permitted where they cause minimal impact.



Campus Zones: The University of Waterloo Campus Master Plan (2009 Update)



Land Uses: Campus Zones: The University of Waterloo Campus Master Plan (2009 Update)

6. Engagement Process

The engagement strategy for the BFCT Project was guided by principles of inclusivity, equity, accessibility, and compassion. Our aim was to engage the hospitals' internal and external communities deeply and broadly, ensuring diverse perspectives shaped the vision.

Inclusive and Equitable Engagement
We sought to make participation accessible to all, including hospital team members, patients, families, seniors, newcomers, Indigenous community members, and others. Special focus was placed on engaging those typically underrepresented to ensure their voices were part of the visioning process.

Diverse Engagement Methods
Engagement methods ranged from hands-on workshops to pop-up activities, allowing for informal conversations in community spaces, and digital surveys that reached a broader audience. . This ensured flexibility and accessibility for participants, regardless of time or resources.

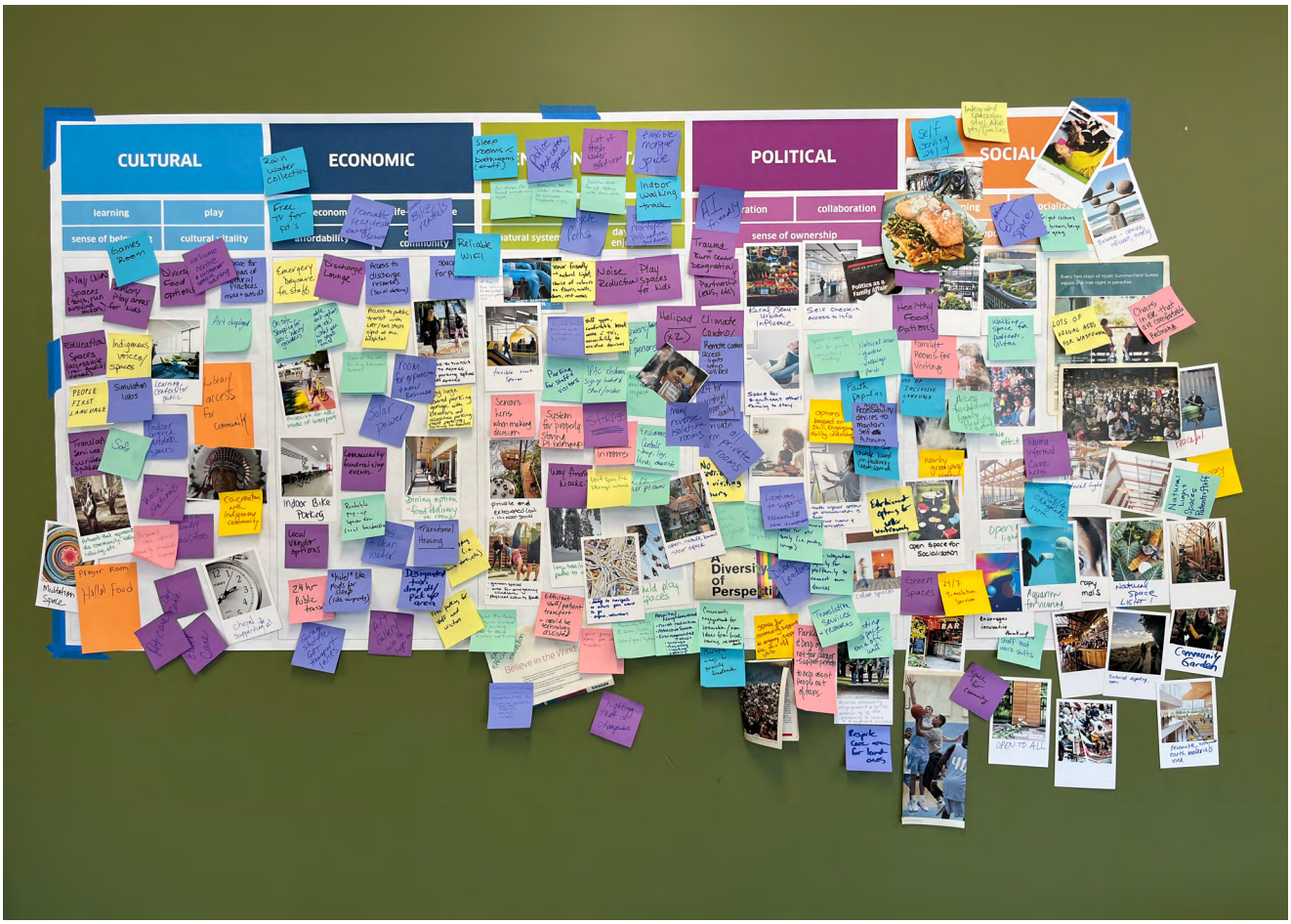
Fostering Compassion
Participants were encouraged to take a compassionate approach, imagining themselves in the shoes of patients, families, future generations, and even the environment. This role play fostered empathy and a deeper understanding of the hospital's broader impact.

Collaborative Visioning and Validation
The process emphasized collaboration, offering stakeholders opportunities to review and refine the emerging design vision. This ensured that contributions were accurately reflected and that the vision resonated with the entire community.

Through this inclusive engagement process, we aimed to create a vision that truly reflects the diverse needs and aspirations of the hospital's community.



Image: Functional Programming Workshop (September 18th, 2024)







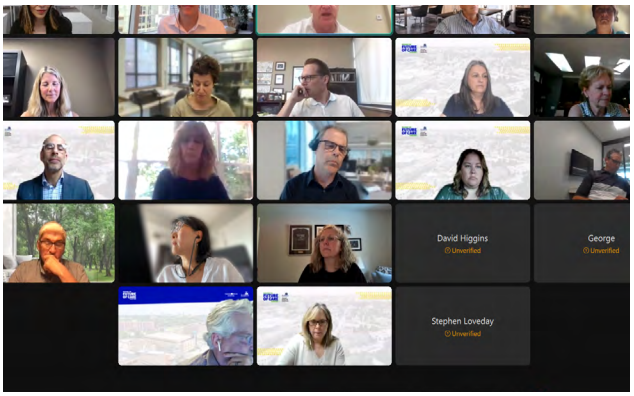


Images: Kick-off Workshop with SMGH + GRH Leaders (June 7th, 2024)

6.1 PHASE 1 ENGAGEMENT

1 Phase 1 - Project Reconnaissance





Objectives:

- Presented the Community Wellbeing Framework (CWF) and its indicators to introduce the foundational principles of the project.
- Invited participants to envision the future of the hospital, focusing on how the hospital could enhance community well-being.
- Encouraged stakeholders to begin thinking creatively about the hospital's role within the CWF domains.

a Kick-off Workshop with GRH+ SMGH Leaders

Date: June 7th, 2024

- Participants: 140+
- Location: University of Waterloo, Federation Hall

b Kick-off Workshop with BFCT Committee

Date: June 17th, 2024

- Participants: 23
- Location: Virtual

Phase 1 Outcomes:

Initial feedback on 'big picture' ideas and aspirations for the new hospital building. Identifying design opportunities related to the Community Wellbeing Framework Domains (i.e. Social, Environment, Political, Economic, Social)

6.2 PHASE 2 ENGAGEMENT

2 Phase 2 - Developing the Design Vision





Objectives:

- Introduced the New Hospital Building Visioning Study.
- Invited the participants to identify design opportunities using the CWF.

a Pop-Up Events

Date: July and August, 2024

- Participants: 400+

1. GRH K-W & Freeport Campus and SMGH
2. GRH & SMGH Patient Family Advisors
3. KW4 Priority Neighborhoods Victoria Hills, Centreville-Chicopee Community Centres
4. Caribana Ignite, City of Kitchener
5. Buskers Carnival, City of Waterloo
6. Kitchener's Farmers Market
7. University Gates, Schlegel Villages
8. Rockway Community Centre (Seniors' programming)
9. K-W Multicultural Newcomer Night

b Online Survey

Date: August 2024

- Participants: 330
- Location: Virtual

c Further Engagement

1. Old Order Mennonite Community, Woolwich Township (written survey , outreach & key informant interviews)
2. Healing of the Seven Generation, Kitchener (Lunch and Learn)
3. Mayor's Advisory Council for Kitchener Seniors (online discussion)

Phase 2 Outcomes:

Identifying design opportunities related to the Community Wellbeing Framework Domains (i.e. Social, Environment, Political, Economic, Social), Sharing of information with the broader community through pop-ups and online engagement.

6.3 PHASE 3 ENGAGEMENT

3 Phase 3 - Developing the Design Program





Objectives:

- Present an overview of the New Hospital Building Visioning Study and the engagement outcome ("What We Heard");
- Introduce the draft Design Vision Statement and draft Design Themes;
- Review and affirm project direction with respect to the Design Vision and Design Themes;
- Provide an opportunity to stakeholder to identify any other key opportunities that might have been missed; and
- Review the design program draft Design Metrics and provide an opportunity for stakeholders to edit, strike out or retain each metric.

a Functional Programming Workshop

Date: September 18th, 2024

- Participants: 250+ (Hospital Leaders and User Group Members)
- Location: University of Waterloo, Federation Hall

Phase 3 Outcomes:

Feedback on the Design Vision Statement and Design Themes, and an edited and refined version of Design Metrics.





Images: Functional Programming Workshop, September 18th, 2024



Image: Proposed Toronto Western Hospital (DIALOG)



PART C

SYNTHESIS

Part C of this New Hospital Building Visioning Study captures the conversations held during the engagement period, informed by the Community Wellbeing Framework. Feedback from the engagement process, along with report backs to the Project Team and Executive Leadership, informed the evolution of the Design Vision Statement and a set of Design Themes and Design Metrics that will guide the hospital's future planning and design.

7. What We Heard

Feedback from the engagement process, along with reports to the Project Team and Executive Leadership, has shaped the Design Vision Statement, as well as a set of Design Themes and Design Metrics to guide future hospital planning and design.

The Design Vision Statement, displayed on the next page, distills the community's aspirations into a clear, concise statement that reflects their priorities for the new hospital building. It emphasizes innovation, well-being, inclusivity, and respect for the natural environment, setting a foundation for a facility that is aligned with the values and needs of those it serves.

Following the Vision Statement, sections 7.2 and 7.3 explore the concept of innovation in hospitals—a central theme shaping the Design Vision, Themes, and Metrics in this report. These sections incorporate community input on the physical aspects of hospital design, which is the primary focus of this Visioning Report, and highlight how innovation can be achieved through thoughtful physical design.

Section 7.4 presents the Design Themes, organized into seven key areas, each accompanied by summaries of the discussions that shaped them.



Image: Proposed Toronto Western Hospital Lobby Space Incorporating biophilic design and public art elements, DIALOG

7.1 DESIGN VISION STATEMENT

Creating an environment that is **welcoming** and **inclusive**, where everyone can access the best health care and **innovation** is a way of being. It will be a place where **patients** receive care, **their loved ones/visitors** find comfort, and **care and service teams** excel. Rooted in our **history**, designed for **today's needs**, and prepared for **tomorrow's challenges**, the hospital will promote **community wellbeing** and champion **environmental sustainability**.

7.2 INNOVATION IN HOSPITAL DESIGN

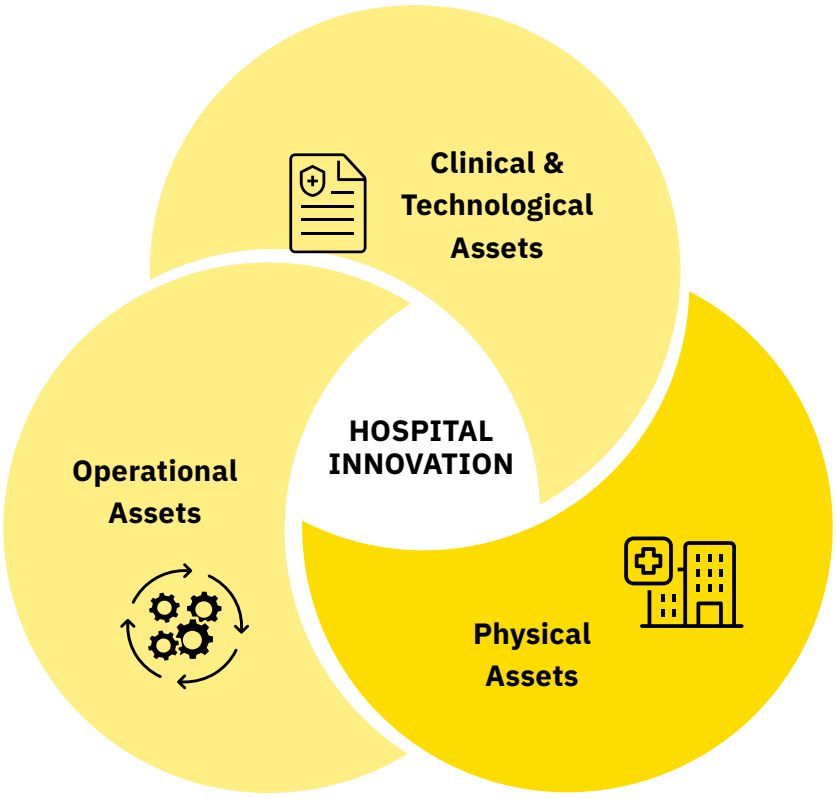
Innovation has been a central theme informing the evolution of the Design Vision Statement, Design Themes, and Design Metrics in this Visioning Report. In defining innovation within hospitals, we can focus on three key asset areas:

Operational Assets: This covers how we improve processes, staffing models, and overall efficiency in daily operations. It's about making sure that the hospital runs smoothly and efficiently, benefiting both patients and hospital team members.

Clinical & Technological Assets: This involves the cutting-edge medical technologies and clinical practices we adopt to improve patient outcomes. From telemedicine and robotic surgeries to AI-driven diagnostics, this category is about advancing healthcare delivery through innovation.

Physical Assets: This focuses on the hospital building itself—how its design, layout, and adaptability can create a sustainable and healing environment that supports all other aspects of innovation.

The Design Vision Statement, Design Themes, and Design Metrics are are primarily focused on the physical assets and the design of the hospital building. While this report concentrates on these aspects, parallel efforts have been made to address innovation within clinical & technological and operational assets.



The Three Key Assets of Hospital Innovation.

7.3 INNOVATION IN PHYSICAL ASSETS / BUILDING DESIGN

Throughout the engagement process, feedback consistently highlighted opportunities for innovation in the design of the hospital building. This focus on innovation has influenced the development of the Vsion Statement, Design Themes, and Metrics at each stage. To clarify what innovation in physical assets entails, it can be divided into six key areas:



People-Centered Design:

- **Flexible Spaces:** Design modular rooms for easy reconfiguration, supporting adaptable care and future innovation.
- **Healing Environments:** Use soundproofing, calming colors, and local art to promote relaxation. Include private spaces for families.
- **Enhanced Accessibility:** Ensure barrier-free, inclusive design for all patients, especially those with disabilities.



Collaboration and Social Spaces:

- **Co-Working Hubs:** Create collaborative spaces for healthcare professionals, researchers, and partners to drive innovation.
- **Family-Centered Design:** Include family lounges, sleep-over areas, and children's play spaces for family support.
- **Community Integration:** Incorporate multi-use spaces for public health, fitness, and wellness to connect with the community.



Future-Ready Design:

- **Pandemic-Ready:** Design flexible spaces that can convert to isolation wards or Intensive Care Units (ICUs) during health crises.
- **Disaster-Resilient:** Construct to withstand disasters like earthquakes and floods, ensuring continued operation.
- **Adaptable & Scalable:** Enable hospital design to evolve with future healthcare needs, climate impacts, and new tech.



Sustainability & Environmental Innovation:

- **Net-Zero & Green Certification:** Target Leadership in Energy and Environmental Design (LEED) certification or net-zero standards with solar panels, efficient heating, ventilation, and air conditioning (HVAC) systems, and green roofs.
- **Natural Light & Ventilation:** Maximize natural lighting and airflow to reduce energy use and enhance healing.
- **Water Management:** Implement stormwater and greywater recycling systems to conserve water.
- **Green Spaces:** Include gardens and green walls to boost recovery and mental well-being through nature.



Technology Integration

- **Smart Systems:** Implement Internet of Things (IoT) and Artificial Intelligence (AI) to optimize energy, air quality, lighting, and security, enhancing efficiency and reducing costs.
- **Digital Wayfinding:** Use digital signage and apps to simplify patient navigation, improving accessibility in complex layouts.



Advanced Materials and Construction Techniques:

- **Modular Construction:** Use prefabricated components for faster builds, reduced waste, and future flexibility.
- **Smart Materials:** Apply self-cleaning, antimicrobial, and air-purifying materials to enhance safety and infection control.

DESIGN THEME 1

1 A Hospital That is Easy to Get To, Easy to Navigate, Welcoming, and Provides a Positive Arrival Experience

Designing a hospital that is easy to access, simple to navigate, welcoming, and offers a positive arrival experience is essential for fostering community well-being. This approach reduces the stress and anxiety often associated with healthcare settings, making it easier for patients and visitors to focus on healing and support. An accessible, intuitive layout promotes health equity by ensuring everyone, regardless of age, ability, or background, can easily find their way. A welcoming environment also strengthens trust within the community, encouraging individuals to seek care confidently, creating a hospital that truly serves as a comforting, inclusive community resource.



Image: Grande Prairie Regional Hospital (DIALOG)

What We Heard:

- Provide ample, accessible parking near essential services with affordable or free options, and designated spaces for electric vehicles, e-bikes, and charging stations to ensure easy access for all hospital visitors.
- Design wide, inviting entryways and lobbies with clear sightlines to reduce anxiety and offer a welcoming arrival experience.
- Create intuitive, organized layouts that allow patients and visitors to navigate both indoor and outdoor areas with ease, reducing stress and confusion.
- Incorporate clear, inclusive wayfinding systems, and digital wayfinding tools, such as apps and kiosks, to help guide visitors to their destinations seamlessly.
- Include wide hallways, ramps, accessible elevators, and washrooms with necessary accommodations.
- Provide multiple access points, accessible drop-off zones, and convenient entrances tailored to different patient needs, from cardiac to cancer care.
- Prioritize direct public transit integration by placing key routes, like the ION, right at the hospital's doorstep to maximize accessibility.
- Ensure that hospital team members are available to provide personalized assistance and clear guidance for individuals unable to use kiosks and digital check-ins.
- Ensure accessible drop-off zones, with designated areas for mobility assistance, taxis, and ride-share services to accommodate all visitors.
- Provide both public and service elevators, with dedicated elevators for hospital team members transporting patients, equipment, or supplies. Ensure a separate service elevator tunnel for efficient access between floors.
- Ensure signage is universally understandable, regardless of language or literacy level, through the use of clear symbols, colours, multilingual options, and accessible translation services.

Innovative Ideas

As Emerged Through Engagement

1. Install digital kiosks for wayfinding that provide step-by-step directions, guiding users from the entrance to departments with clear maps and instructions.
2. Develop a GPS-guided assistant offering real-time, spoken guidance, helping users navigate with prompts like, “Turn left; you’ve just passed the door.”
3. Enhance booking and registration with real-time updates, including travel, parking guidance, and notifications on traffic, wait times, and convenient options.



Image: Markdale Hospital (DIALOG)

DESIGN THEME 2

2 A Hospital That Is Bright, Airy, Calming, and Filled with Vibrant Colours, Local Art, and a Sense of Safety

A hospital that is bright, airy, calming, and filled with vibrant colors, local art, and a sense of safety helps create a creating a healing environment that feels uplifting and secure. Natural light, views to nature, and soothing colors reduce stress, promote relaxation, and help patients and hospital team members feel more at ease. Incorporating local art fosters a sense of community connection, making the hospital feel familiar and welcoming. Together, these elements create a space that not only supports physical healing but also nurtures emotional well-being, making the hospital a place of comfort, positivity, and trust.



Image: Markdale Hospital (DIALOG)

What We Heard:

- Ensure the hospital features accessible outdoor spaces where individuals can recharge, surrounded by nature and fresh air.
- Incorporate calming sounds throughout the hospital to enhance relaxation and promote a healing atmosphere.
- Balance efficiency with a peaceful atmosphere in hospital lobbies and corridors, fostering a calm yet productive space for patients and visitors.
- Reflect cultural diversity and community inclusivity by showcasing local artwork throughout the hospital, offering a connection to the surrounding community.
- Design spaces with skylights, big windows, garden areas, and living rooftops to bring nature indoors and provide tranquil areas for reflection and relaxation.
- Avoid cold, institutional-feeling colour schemes, opting instead for warm, home-like touches to make the hospital feel comforting and welcoming.
- Minimize sensory overstimulation by using calming colours, soft lighting, and well-organized layouts to create a peaceful and comfortable environment.
- Ensure all spaces, including non-patient-facing areas like labs, stores, and facilities, have access to natural light, even in basement levels, to support the well-being of team members.
- Provide dedicated spaces to showcase patient and staff-created art to promote healing, community connection, and emotional well-being.
- Design healing spaces that offer serene views of nature and integrate natural elements to create a peaceful and rejuvenating environment for patients and hospital team members.
- Create a hospital that fosters a sense of safety and comfort, with thoughtfully designed spaces that ensure patients, visitors and team members feel at ease and well cared for.

Innovative Ideas

As Emerged Through Engagement

1. Use external shading devices and dynamic glass to optimize natural light, reducing glare and improving energy efficiency.
2. Implement a paging system with localized notifications to minimize ambient noise and create a quieter environment.
3. Utilize acoustic panels, sound-absorbing ceilings, and flooring to reduce reverberation and enhance acoustic comfort throughout the facility.



Image: Robbins Pavillion - Royal Alexandra Hospital (DIALOG)

DESIGN THEME 3

3 A Hospital That Embraces Cultural Inclusivity and Community Engagement

A hospital that embraces cultural inclusivity and community engagement strengthens well-being by fostering a sense of belonging and respect for all who enter. By incorporating culturally inclusive spaces, multilingual signage, and multifaith spaces, the hospital becomes welcoming to individuals from all backgrounds. Additionally, the establishment of community engagement mechanisms—such as allocating space for local events, health workshops, and collaborations with cultural organizations—promotes ongoing dialogue and active participation in health initiatives. This inclusive environment not only promotes trust and comfort but also helps the hospital become a central, supportive presence in the community, enhancing both individual and collective wellness.



Image: Rendering of Toronto Western Hospital Community Room (DIALOG)

What We Heard:

- Design adaptable multifaith rooms that cater to diverse spiritual and cultural practices, ensuring inclusivity for all patients, families, and team members.
- Display symbols representing diversity of our community including Indigenous, LGBTQA+, and Mennonite communities to create a sense of belonging and respect for all cultural backgrounds.
- Utilize multilingual signage and intuitive design features, ensuring that people from different language backgrounds can easily navigate the facility.
- Create versatile, inclusive spaces that can host cultural celebrations, community events, and health education workshops, fostering community connection.
- Embrace and reflect the rural and Mennonite heritage in the design, while celebrating the history of the hospitals and the region.
- Prioritize diverse voices in the design process, inviting community participation to co-create spaces that foster belonging and compassionate support.
- Incorporate dedicated spaces for quiet meditation and reflection, recognizing the importance of personal tranquility and mental well-being for a diverse community.
- Actively involve Indigenous voices in the design process, creating spaces that authentically reflect Indigenous culture and practices, including opportunities for smudging and ceremonial spaces.
- Ensure gender inclusion throughout the facility and dedicated lactation rooms, creating safe, welcoming spaces that accommodate the needs of all individuals.

Innovative Ideas

As Emerged Through Engagement

1. Create physical and digital spaces for ongoing patient engagement, enabling continuous feedback and knowledge sharing to foster collaboration.
2. Develop a multilingual interpretation tool with on-demand live translation, text translation, and guides to ensure seamless communication in preferred languages.
3. Design adaptable multifaith rooms with flexible layouts and adjustable furnishings to support diverse spiritual and cultural practices.



Image: Provide Spaces for Community Engagement Events

DESIGN THEME 4

4 A Hospital That Supports Holistic, World Class Care for Patients & Families and Creates a Great Workplace for Hospital Team Members

A hospital that supports holistic, world class care for patients and families while creating a great workplace for hospital team members is vital for fostering a nurturing and effective healthcare environment, and attracts top healthcare professionals. A hospital that offers comprehensive, top-notch care that meets the physical needs of patients and families but also supports their emotional and social well-being. When patients see their loved ones comfortable and involved, their stress levels drop, and they feel more supported, which is crucial for recovery. Simultaneously, a workplace that cares for its team's well-being ensures that they are at their best—emotionally, physically, and mentally ready to provide the highest level of care.



Image: Rendering of Toronto Western Hospital Terrace (DIALOG)

What We Heard:

- Design inviting café areas that encourage socialization and provide relaxed settings for patient-doctor discussions, creating a welcoming atmosphere for all.
- Ensure designated family spaces where loved ones can stay close to patients or seek care, fostering connection and support during their hospital stay.
- Create comforting, home-like palliative care spaces, with themes such as cabin or tropical designs, to provide a peaceful atmosphere for patients and families.
- Incorporate quiet outdoor spaces and healing gardens where patients, visitors and hospital team members can recharge and find moments of calm amid nature.
- Design patient rooms that are spacious enough to accommodate medical professionals, ensuring privacy while also allowing social spaces for connection.
- Provide comfortable accommodations for hospital team members with features such as flexible workspaces, sleep rooms equipped with private bathrooms, a well-equipped hospital team members' gym, and inviting break areas to foster rest, relaxation, and productivity.
- Provide space for on-site amenities, such as grocery items, basic sundries, and wellness services like massage, yoga, and chiropractic care, ensuring convenient access for both hospital team members and visitors to support their well-being.
- Design separate waiting rooms for specialized needs, such as mental health patients or children, ensuring a supportive and private environment for all.
- Design dedicated spaces for mental and physical well-being, including meditation rooms for mindfulness, quiet pods for privacy and focus, and active zones for movement and recreation, benefiting for both hospital team members and patients alike.

Innovative Ideas

As Emerged Through Engagement

1. Install smart sleep pods that hospital team members can book via an app, with adjustable lighting, temperature, and relaxation settings.
2. Incorporate immersive tech in patient rooms for customizable ambiance, including digital displays, lighting, and soundscapes.
3. Develop digitally enabled spaces for online consultations with video tools, privacy features, and integrated patient records.



Image: Design Staff Wellness Spaces

DESIGN THEME 5

5 A Hospital That Is Connected to Nature and Promotes Environmental Sustainability

A hospital that is connected to nature and promotes environmental sustainability helps create a healing environment rooted in climate resilience. Green spaces, gardens, and natural views provide restorative benefits, reducing stress for patients, visitors, and hospital team members. Incorporating climate adaptation and mitigation strategies—like energy-efficient designs, sustainable materials, and stormwater management—prepares the hospital for extreme weather, reducing the long-term strain on healthcare resources. Without resilient design, climate impacts will add pressure on healthcare systems, increasing demand for services. By prioritizing sustainability, the hospital supports individual healing and contributes to a healthier, more resilient community and future.

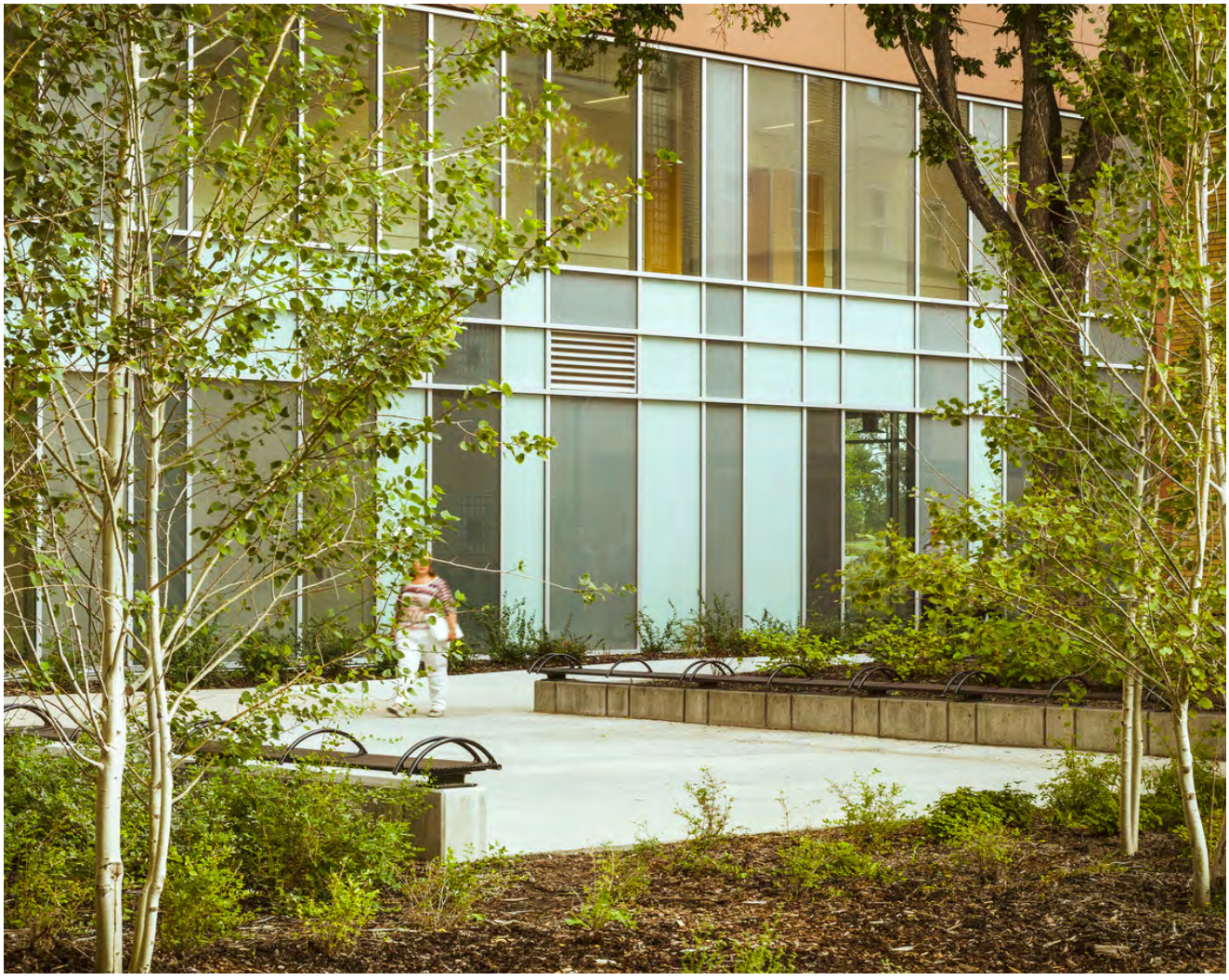


Image: Edmonton Clinic Health Academy (DIALOG)

What We Heard:

- Create rooftop gardens or urban community farms to provide therapeutic benefits, support biodiversity, and enhance the hospital's connection to nature.
- Design the hospital with sustainable, non-toxic materials in the hospital's construction to prioritize health and environmental safety.
- Incorporate renewable energy sources, such as solar panels, to reduce carbon emissions and promote sustainability.
- Develop comprehensive recycling and composting programs for food and medical supplies to minimize waste and promote environmental responsibility.
- Ensure that green spaces and outdoor areas are accessible and enjoyable year-round, creating a relaxing and therapeutic environment with nature elements.
- Provide electric vehicle charging stations to support cleaner transportation options and reduce dependency on fossil fuels.
- Contribute to net zero 2050 goals by maintaining the ecosystem around the hospital and reducing dependency on cars while connecting interior spaces to the natural environment.
- Encourage active transportation by providing bike storage, end-of-trip facilities, and connections to nearby trails and pathways.
- Use permeable surfaces in outdoor areas to manage stormwater naturally, reduce runoff, and support groundwater recharge.
- Design landscapes that respect the local ecosystem, incorporating bird-friendly features, protecting migration paths, and supporting pollinator habitats.
- Implement rainwater collection systems to reduce water usage and further support sustainability goals

Innovative Ideas

As Emerged Through Engagement

1. Implement low-carbon systems, including geothermal, wastewater energy transfer, and solar power, to reduce both operational and embodied carbon, contributing to the building's net zero goals.
2. Install smart waste collection units equipped with digital scanning for automatic sorting.
3. Develop rainwater collection systems for use in irrigation.



Image: Utilize Low-Carbon Systems, Such as Solar Power

DESIGN THEME 6

6 A Hospital That Fosters Social Connection, Recreation, and a Family-Friendly Environment

A hospital that fosters social connection, recreation, and a family-friendly environment enhances community well-being by creating a supportive and welcoming space for healing. Social areas, family lounges, and recreational spaces allow patients, families, and visitors to connect, offering emotional support that is crucial for recovery. Child-friendly spaces and family accommodations make the hospital experience more comfortable and less stressful, especially for families dealing with long-term care. By prioritizing social connection and recreation, the hospital not only promotes holistic healing but also strengthens community bonds, making it a nurturing, inclusive place that supports both health and togetherness.



Image: Rendering of Toronto Western Hospital Family Lounge (DIALOG)

What We Heard:

- Provide access to healthy, affordable, and culturally diverse food options, fostering social connection and celebrating the richness of various cultures.
- Create pop-up cafés, community kitchens, and eating spaces where families can cook and dine together, building strong community relationships around great food.
- Design interactive play areas and sensory spaces for children in waiting rooms, making the environment more engaging and family-friendly. Long wait times are harder on kids.
- Develop recreational spaces for both hospital team members and patients, such as a gym, ice rink, basketball, and pickleball courts, encouraging physical activity and wellness.
- Provide ample outdoor seating and green spaces for patients and visitors to enjoy year-round, with accommodations for various mobility levels to promote accessibility.
- Include games rooms, play spaces, and recreational areas to create vibrant environments for patients, families, and hospital team members to unwind and connect.
- Design social spaces, from lobbies to patient rooms, with inclusive seating options to accommodate all age groups, encouraging interaction and community building.
- Design family-friendly spaces that include breastfeeding and pumping stations that are culturally sensitive, along with baby changing stations in all washrooms.
- Create accommodations to facilitate family visits, especially for extended stays, with comfortable spaces and amenities to support the well-being of both patients and their loved ones.
- Promote farm-to-table dining and offer a range of cultural foods. Explore partnership opportunities with local culinary schools, such as Conestoga College, support local suppliers, and recognize that food is medicine.
- Provide integrated daycare and elderly care facilities to support both hospital team members and patient well-being, offering convenient daycare services for staff while fostering intergenerational connections for improved outcomes.

Innovative Ideas

As Emerged Through Engagement

1. Develop integrated daycare and elderly care facilities that promote intergenerational programs.
2. Provide healthy, affordable, and culturally diverse meals that reflects the community's cultural richness (e.g. farm to table dining).
3. Create smart, modular accommodations for extended family stays, featuring transformable furniture, private amenities, and digital booking systems.



Image: Design Family Friendly Spaces

DESIGN THEME 7

7 A Hospital That Supports Innovation, Partnerships, Economic Opportunities, and Community Involvement through Flexible Design

To support innovation and partnerships, the physical assets of a hospital can play a key role by fostering flexibility and adaptability. For example, flexible spaces can accommodate evolving medical technologies, facilitate research, and enable partnerships with universities, startups, and community organizations. This adaptability not only promotes continuous improvement in patient care but also drives local job creation and contributes to the regional economy. By designing spaces that support shared initiatives and community engagement, the hospital establishes itself as a hub for growth and collaboration. These design themes focus specifically on physical assets, emphasizing their potential to strengthen health outcomes, economic resilience, and the hospital's role as a trusted community partner.



Image: Grande Prairie Regional Hospital (DIALOG)

What We Heard:

- Design large, flexible, multi-purpose spaces that can be adapted for community activities, education, and support groups, fostering involvement, innovation, and partnerships with local organizations."
- Create adaptable areas for pop-up markets, local business events, and health fairs to engage the broader community and support economic opportunities.
- Plan for modular spaces that can be reconfigured for different purposes, such as training sessions with local educational institutions or co-op programs.
- Include market and selling spaces within the hospital to support local vendors and create economic opportunities, linking the hospital to the local economy.
- Ensure that spaces are designed with future flexibility in mind, allowing for the integration of new technologies and partnerships (i.e., capacity to adapt upgrades like robotic surgeries and telemedicine).
- Incorporate community-friendly design elements, such as demonstration kitchens and wellness education areas, while integrating local art to reflect the diversity of the hospital community.
- Design public spaces, such as lecture halls, theatres, and teaching boardrooms in clinical areas, to support formal and informal learning, collaboration, and cultural events, fostering education for both hospital team members and the community.
- Develop indoor and outdoor spaces equipped with seating, audio-visual equipment, and catering facilities to host community meetings, educational programs, and events.

Innovative Ideas

As Emerged Through Engagement

1. Integrate Automated Guided Vehicles (AGVs) to enhance efficiency in transporting supplies, equipment, and medications throughout the facility.
2. Develop a smart building infrastructure that supports Real-Time Location Systems (RTLS) to track beds, patients, and equipment, and data-driven systems to enable informed decision-making.



Image: Rendering of Toronto Western Hospital Meeting Room (DIALOG)

8. COMMUNITY WELLBEING FRAMEWORK

8.1 OVERVIEW

Aspects of wellbeing can be described within different spatial contexts—country, region, neighbourhood, or the specific community in which individuals live and work—and scales—ranging from smaller (i.e., neighbourhood, site, building, and building interiors) to larger (i.e., municipal and national).

A framework can be used to capture different aspects of wellbeing within the context of a defined community and for tracking changes over time. It can also be used to inform the aspects that impact wellbeing, including those of the built environment. The CWF was designed to be an open-ended guide for decision-making and examining the impact of the design of physical environments—the subject matter of urban planners, architects, landscape architects, interior designers, and engineers—on the wellbeing of individuals and communities.

The CWF was instrumental in structuring conversations regarding the design vision for the new hospital. Key ideas from previous work such as the Clinical Vision and Strategic Plan were drawn into the conversation. Using the domains and indicators of the framework early conversations and helped build the Design Vision and Design Themes through an iterative process.



8.2 DESIGN METRICS FOR THE NEW HOSPITAL

The CWF is designed to serve as a tool and resource for initiating conversations and making decisions that will positively impact community wellbeing. While the indicators define each domain of CWF, the associated metrics assist in assessing indicators.

During the Phase 3 workshop, participants were asked to review, refine and edit the Design Metrics of the CWF. Updated version of the Design Vision and Design Themes served as a reference to guide the workshop process.

The outcome of the workshop was a set of Design Metrics which were contextual, well-informed, and applicable to the needs of the new hospital and the community it serves.

The following pages present the Design Metrics for the hospital, organized within the CWF. These metrics serve a dual purpose: they act as design guidelines for future design professionals and decision-makers, offering a clear manual of essential design elements to include and consider. Additionally, they provide a way to measure success, helping us understand how design features contribute to community well-being and inform decisions around the built environment.





Social Domain

Welcoming
Support
Systems
Socialization

The social domain comprises the social conditions that enable individuals and their communities to flourish and fulfill their potential. It speaks to the extent communities create opportunities for people to participate in community life and self-realization. The built environment both makes up the human-made surroundings that provide the setting for human activity, ranging from large-scale civic surroundings to personal places, and is also the result of social processes. These systems create important contexts in which health is shaped. Design features of built environments may connect and strengthen communities and enhance community health and wellbeing through their impact on social engagement, social support, and community safety. - The Community Wellbeing Framework

1. Welcoming

Do people feel welcomed, safe, and engaged, 24/7, regardless of background or physical ability?

METRICS

1A	Project design, siting and orientation to provide direct physical and visual connections to the outdoors. 1: Frontages along public streets/spaces to be physically and/or visually permeable to support a welcoming environment (e.g., predominance of doors and windows facing public areas, while still respecting other objectives such as thermal performance and privacy). 2: Project design and operations to recognize the needs of users during different times of the day and week.
1B	Public/common areas and points of entry to be located along main pedestrian routes and designed as special, community spaces, with comfortable waiting areas and separate zones for patients, visitors, and hospital team members.
1C	Lighting design and placement to be human-scaled, circadian, assist wayfinding along public/common areas, support a sense of safety, and be sympathetic to the surrounding environment.
1D	Project to work with stakeholders to identify context-specific safety challenges and mitigation strategies, and employed best practice CPTED (Crime Prevention Through Environmental Design) principles and other tools.
1E	In addition to meeting Accessibility for Ontarians with Disabilities Act - AODA (or equivalent) standards, project to work with stakeholders to identify project-specific vulnerable and/or challenged users and be designed accordingly.
1F	Project to be designed to accommodate the needs of people of all ages, including children and seniors.

METRICS (Social Indicator 1 cont'd)

1G Project to provide well-equipped and distinct break spaces for all, including hospital team member areas separate from patient areas, to support well-being and rest.

1H Project to work with partners and stakeholders to identify and make welcome all context-specific individuals and/or populations.

2. Support Systems

Do people have access to support facilities and services, daily and during moments of need?

METRICS

2A Project to support a continuum of care on-site and/or within an accessible travel distance.

2B Project to include healthy food options on-site and/or within an accessible travel distance.

2C Project to provide quiet space indoors and outdoors for individual repose.

1: Public/common areas are designed to respond to recognized community needs.

2D Project to be designed to accommodate advanced patient care systems, including spaces that support virtual appointments and facilities that cater to diverse health needs.

2E Project to include well-designed communal spaces for engagement and activities, such as dining areas, private meeting rooms, and flexible family rooms with comfortable seating and privacy.

3. Socialization

Do people have indoor and outdoor spaces to engage socially at formal and informal levels?

METRICS

3A Project to provide indoor social gathering space.

1: Project to use lobby of ground floor as a social connection point (e.g., provides comfortable seating for groups).

3B Project to provide direct access to nature and outdoor social gathering spaces.

3C Project to work with stakeholders to identify and accommodate context-specific spaces for social gathering(s) (e.g., team rooms, family gathering space, multi-faith rooms, multi-purpose spaces and others).



Environment

Delight and Enjoyment
Natural Systems
Mobility
Resilience

The wellbeing of the environment and of natural systems is intricately linked to the wellbeing of people—one is unattainable without the other. Design should seek to sustain and enhance the healthy functioning of natural systems that sustain clean air and water, flourishing ecosystems and biodiversity, and controllable climatic conditions. Project designs should also seek to create the conditions that promote healthy behaviours in users, such as the conservation of natural heritage and capital, the reduction of carbon and greenhouse gas (GHG) footprints, the enjoyment of active lifestyles with access to natural settings, and to future-proof the wellbeing of communities by building resilience, mitigation, and adaptation capabilities. - The Community Wellbeing Framework

1. Delight and Enjoyment

Can people enjoy high quality, beautiful spaces (interior/exterior) with abandon?

METRICS

1A Project to maximize physical and visual connections to nature from public/common areas and from spaces where people typically spend more than four hours per day having regard for functional and privicy requirements.

1: Project to provide physical and visual connections to nature from public/common areas.
2: Project to provide physical and visual connections to nature from spaces where people typically spend more than four hours per day.

1B Project to maximize use of natural lighting and ventilation for public/ common areas and spaces where people typically spend more than four hours per day, having regard for functional and privicy requirements.

1: Project to provide more than three hours of natural daylight/ sunlight for spaces where people typically spend more than four hours per day.
2: Project to include operable windows that provide access to outdoor air and daylight in spaces where people typically spend more than four hours perday. Where operable, windows to be installed; sequences or strategies to turn off mechanical cooling to conserve energy.

1C A biophilia plan to be developed and implemented for the project, maximizing human-nature interactions for public/common areas and spaces where people typically spend more than four hours per day.

METRICS (Environmental Indicator 1 cont'd)

1D Project to create a welcoming environment that fosters comfort, beauty, and a sense of awe, encouraging positive and purposeful engagement with the surroundings.

1: Public/common areas and primary circulation routes to incorporate opportunities for active programming, retail, people-watching, public art, and/or significant views.
2: Public/common areas and primary circulation routes to incorporate furnishings for informal use, including seating.
3: Public/common areas and circulation routes to be generous in their dimensions, including horizontal space for informal use, and an ample floor-to-ceiling height.

1E Quality design and beauty to be characteristic of the project recognized by users/stakeholders.

1F Project design to deliver high indoor air quality, including supply of high-quality outdoor air, to occupants.

1: Project to incorporate best practices around air quality from industry organizations, whose guidelines are evidence-based and recommended by professionals (e.g., meet minimum ASHRAE standards).
2: Project air quality and air filtration systems to meet evidence-based standards such as the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE), CSA Group, and WELL Building Standard (WELL).
3: Project to implement control measure to minimize/optimize the consumption of energy due to outdoor air treatment (i.e., the system has sequences to recover waste energy and to reduce energy consumption when spaces are not occupied).

1G Project to maximize and allow for personalization of thermal comfort among occupants

1: Efforts to be made to address building thermal loads by exceeding minimum guidelines for building thermal properties (e.g., local building codes, ASHRAE, passive house).
2: Occupancy types to align with and be grouped to optimize thermal comfort.
3: Where feasible, project design to incorporate options for individual thermal comfort devices that allow occupants to adjust temperatures to suit their thermal preferences.
4: For exterior spaces, project design to incorporate features to support the comfort of pedestrians exposed to weather conditions, including heat, cold, wind, and shade.

2. Natural Systems

Does the project have a positive impact on the functioning of local and global natural systems?

METRICS

2A Project to enhance the ecological function and biodiversity of the site.

1: Opportunities for planting trees and naturalized landscapes to be maximized.
2: Attention is to be paid to providing environments that support pollinator species.
3: Project to take appropriate mitigation measures for ecological conservation (e.g., where projects have natural habitat components, project implementation to include appropriate environmental expertise to include adequate design and implementation of conservation measures).

METRICS (Environmental Indicator 2 cont'd)

2B Project to be GHG-neutral (or negative)

1: Project to develop and implement a sustainability action plan that demonstrates commitment to reach GHG neutral goals (e.g., use of natural resources, non-renewable energy sources, and waste production).

2C Project to implement measures to promote water conservation and provide high-quality water treatment for use on-site.

1: Project to evaluate water usage onsite, and to implement measures to reduce water use (i.e., plumbing fixture type, grey water collection, on-site water treatment).
2: Project to incorporate best practices around water quality from industry organizations, whose guidelines are evidence-based and recommended by professionals (e.g., meet AsHrAE standards).
3: Project design to make high-quality drinking water easily accessible to occupants.

2D Project to employ noise reduction materials and measures to reduce ambient noise levels (50 decibels for large public spaces; 40 decibels for general spaces; 30 decibels for quiet spaces).

1: An acoustic plan to be developed that identifies loud and quiet zones, and noisy equipment in the space.
2: Project to employ noise reduction materials and measures to reduce ambient noise levels.

3. Mobility

Does the project facilitate the uptake of active transportation, active lifestyles, and reduced car-dependency?

METRICS

3A Project to provide ample opportunities for people to lead active lifestyles

1: Project to provide exercise facilities (interior and exterior) or be located within walking distance of dedicated exercise facilities (interior and exterior).
2: Project to provide sufficient showers, lockers, and changing facilities.
3: Project to provide integrated vertical circulation system that encourages everyday stair use between floors for occupants.
4: Project to maximize the accessibility, aesthetics, and visibility of staircases.

3B Project to prioritize and celebrate active modes of transportation and connections to transit, rather than single-occupancy vehicles.

1: Project to enable and prioritize active modes of travel to the project area, with access within walking distance to a cycling path and a transit stop.
2: Project to provide secure, covered bicycle storage, adjacent to public areas, entrances, and primary circulation corridors.
3: Project to enable and prioritize active modes of travel within the project area, including walking/cycling paths and vertical circulation).
4: Project to consider a mix of land uses on the site and within the immediate context.

4. Resilience

Does the project implement a plan for operational continuity and the management of and adaption to identified hazards (e.g., climate change, extreme weather, demographic shifts, economic fluctuations, etc.)?

METRICS	
4A	Project to identify risks and implement a resilience plan. 1: Project to identify operational continuity requirements. 2: Project to identify potential hazards (shocks and stresses). 3: Project to identify vulnerable systems/population. 4: Project to identify and implement resilience goals and strategies for mitigation and adaptation.
4B	Project to develop and implement a climate adaptation plan.
4C	Project to utilize resilient building materials to ensure long-lasting infrastructure.



Economic Domain

Affordability
Complete Community
Life-Cycle Value
Local Economy

A built environment's influence on health and community wellbeing begins in the home and extends to where people work (and how they get between the two). Basic physical, social, and emotional needs are likely to be met when people can afford to choose well-designed, quality housing in a convenient geographic setting that accommodates safe living conditions and access to healthy lifestyle options, amenities, and active transportation between home, work, shops, and services. When such choices are not affordable, people live in communities where homes are further away from basic amenities and services, and where public transport is less reliable and long commuting distances in cars is necessary. The built environment can contribute to more socially and economically equitable and sustainable communities, through its impact on density (e.g., concentration of buildings and population in an area), availability of public spaces and places, and opportunity for different uses within the same neighbourhood. - The Community Wellbeing Framework

1. Affordability

Do people of different income levels have access to the hospital's services and/or employment opportunities?

METRICS

1A The project will benefit, and be enjoyed by, people of all income levels within the community.

1: Individuals and families within the community, regardless of economic status, can access the project and benefit from its services and functions.

2: Project to enable partnerships with other agencies, non-profits and community organizations who promote wellbeing and community health.

3: Project to enable access to universally affordable or free recreation space, facilities, or programs within project boundaries or in community.

4: Project to promote the use of active and sustainable transport by providing improved transit access, bike and e-bike facilities, and affordable transit incentives.

2. Complete Community

Can people realize the activities of everyday life?

METRICS

2A Project to support a balanced lifestyle, having regard for the existing and future surrounding context, and enabling connections to workplaces, residences, recreation, education, transit, and essential services such as shopping and dining, all within walking distance.

1: People have the option of using active transportation for commuting.

2B Project to enable colocation of services for the community and hospital team members:

1: Project offers a variety of services and amenities that encourage community members and hospital team members to engage in multiple activities and visit for various purposes.

3. Life-Cycle Value

Does the project account for full-life-cycle costing and the costs to the environment and community?

METRICS

3A Life-cycle cost analysis (LCCA) to be conducted as part of the project's business case (including maintenance and operation) with results confirming acceptable long-term costs and benefits.

1: Project to use a life-cycle assessment (LCA) tool to measure the life-cycle environmental impact of the building elements to achieve the lowest LCC (in present-value dollars) from among alternative designs.

2: Project to identify the full-life cycle costs and develops options to pay for these costs over the long term.

4. Local Economy

Does the project support a healthy local economy and, specifically, a continuum of care?

METRICS

4A Project to result in a net long-term amplification (of size, strength, and diversity) of the local economy and the continuum of care

1: Project to support innovation and productivity by contributing to an infrastructure that maximizes density and clustering of related activities.

2: Project to contribute to a net increase in employment density (jobs per hectare).

3: Project to include commercial/retail units.

4: Project to foster local entrepreneurialism by providing space and partnership opportunities.



Cultural Domain

Cultural Vitality
Sense of Belonging
Play and Learning

Individually and collectively, we depend on forming bonds of understanding and identity, expressing ourselves creatively and freely,and nurturing a sense of belonging, delight, and play. Various forms of human expression help to fully define our lives and our wellbeing. By participating in leisure and cultural activities, whether arts, culture, or recreation, we contribute to our wellbeing as individuals, to our communities, and to society as a whole. Participating in cultural activities (e.g., going to a museum, art gallery, film, or concert) on a regular basis increases longevity and that culture is a separate variable. Built project design can help to support cultural activity, create opportunity for cultural programming, or promote recreational activities by providing spaces for cultural interpretation, activity, art, and recreation, thereby providing individuals and communities with opportunities to improve their health and wellbeing. - The Community Wellbeing Framework

1. Cultural Vitality

Do people have access to cultural, recreational, and art resources/ facilities?

METRICS

1A Project incorporates visual arts, public art, and/or opportunities for art programming.

1: Project to allocate a flexible budget or explore donation options for art and art programming, with a focus on dynamic and evolving installations, art therapy programs, and community involvement in selection and creation.

1B Project to commemorate natural and cultural heritage.

1: Project to recognize and commemorate natural and cultural heritage, both tangible and intangible, including Indigenous heritage, through the design, the incorporation of interpretative elements and art, and conservation of significant heritage attributes.

2. Sense of Belonging

Do people feel included and engaged in the hospital community and connected to their social networks regardless of their background?

METRICS

2A Project to enable a personal sense of belonging and expression by users.

1: Project to provide inclusive and welcoming spaces that foster a sense of belonging, including outdoor common areas, all-weather seating, mixed-use spaces, and family-friendly facilities that reflect the diverse cultural and personal identities of the community.

2B Project to identify and commemorate significant cultural heritage factors of the site, the region and its population.

1: The project should collaborate with stakeholders to identify and celebrate significant cultural heritage attributes through various means such as interpretive art, heritage conservation, culturally specific spaces, and programs that represent the diversity of the community.

2: Project to commemorate Indigenous heritage, and reflect the spirit and recommendations of the Truth and Reconciliation Commission.

3. Play

Do people have quality spaces to relax in and engage creatively?

METRICS

3A Project to provide accessible, safe, and adaptable spaces for spontaneous, informal and creative enjoyment.

1: Project to offer accessible spaces for social gatherings and creative activities, including play areas for children, family meal spaces, and recreational rooms. These should be located along main pedestrian routes for easy access by patients, families, visitors, and hospital team members.

2: Social and personal spaces are designed and furnished to be manipulated by users and to elicit active participation.

4. Learning

Do people of all ages have opportunities to learn and develop? Are the rationales/designs/initiatives that enhance Community Wellbeing overt?

METRICS

4A Project to offer opportunities for people of all ages to learn and develop.

1: Project to provide space to support learning activities, collaboration and public engagement.

4B Project to communicate contributions to community wellbeing.

1: Project to enable and support people to build and share awareness of the project's wellbeing design features.



Political Domain

Sense Of Ownership and Stewardship Collaboration Integration

The built environment represents an important policy domain, namely that related to people's need to have opportunities to contribute to their own wellbeing. This is central to the process of being able to flourish and fulfill one's potential. Through collaborative and related processes, the design professions can provide meaningful opportunities for individuals and communities to contribute to their wellbeing. - The Community Wellbeing Framework

1. Sense of Ownership and Stewardship

Can people understand, control, manage, interact with, and transform their environment? Are they personally invested in its function/success?

METRICS

1A Project design to allow users to control their environment, where appropriate.

1: Project to enable users to tailor and adapt spaces and environment to individual needs and preferences.

1B Project users participate in the stewardship of the project.

1: Design process to empower user groups to inform the outcomes.

2: Project, or areas within the project (e.g., front yards, community gardens, community halls), actively involve individuals and/or community groups .

3: Project to offer opportunities for volunteerism and stewardship (e.g. partnerships with educational institutions to support community-based research and engagement).

1C Project users to be engaged in defining and monitoring of community wellbeing indicators

1: Project creation, implementation, and operation to include mechanisms to engage community members in defining, designing for, and monitoring the Community Wellbeing indicators.

2. Collaboration

Have stakeholders involved been given opportunities to meaningfully collaborate, in different ways, throughout different phases of the project?

METRICS	
2A	Project to establish clear, inclusive, meaningful, and transparent mechanisms for engaging a broad spectrum of professional disciplines, community leaders, and stakeholders throughout the life of the project. 1: Project to conduct regular, structured meetings and outreach activities with stakeholders, striving for transparency and open communication.
2B	Project outcomes to establish mechanisms and spaces for ongoing collaboration with, and among, stakeholders.

3. Integration

Are a diversity of perspectives, stakeholders, community, and disciplines meaningfully integrated from the outset and throughout the implementation/life of the project?

METRICS	
3A	Project to effectively integrate diverse perspectives, including those of various professional disciplines, community members, and volunteers, from inception through the entire project lifecycle.



Image: Edmonton Clinic Health Academy (DIALOG)



PART D

IMPLEMENTATION

D

The successful realization of the vision for the new hospital building requires a structured and comprehensive implementation plan. This final section of this report - Part D, identifies specific critical future directions and implementation strategies to bring the vision developed by the GRH+SMGH community to life.

9. Future Direction and Implementation Strategy

Divided into two parts, the first part of Part D identifies the need for further studies and design reports. These studies and reports aim to address the various themes of the Design Vision as well as the five domains under the Community Wellbeing Framework. The second part addresses essential implementation requirements which includes direction on administration and governance, monitoring and updates, the need for ongoing engagement, and the necessity to establish strategic partnerships.

9.1. DESIGN REPORTS AND GUIDELINE DOCUMENTS

While Part C of the Visioning Report incorporates specific design metrics reflecting the various 'themes' identified through stakeholder engagement, the following list outlines additional opportunities to further enhance design strategies for the physical development of the hospital building, its site, and surrounding context from a wellbeing perspective:

Community Health Needs Assessment: Commonly undertaken during the development of the functional program, develop a comprehensive assessment of the health needs of the local population, focusing on demographic changes, prevalent health conditions, and gaps in existing services. This study will help tailor healthcare services to meet community needs effectively.

Technology Integration Study: With the increasing reliance on integration and data, a study should be conducted to assess how data and digital health technologies can be integrated into the hospital's infrastructure. This includes evaluating necessary IT systems, training for hospital team members, and ensuring that facilities are equipped to support rapid advancements in technology, the delivery of care and the promotion of healthy environments.

Accessible Public Space Strategy: The future hospital’s design should explore public spaces that extend beyond the hospital's internal environment to invite and engage the wider community. Public spaces such as outdoor courtyards, walking paths, and seating areas foster an atmosphere of relaxation and inclusivity. These spaces promote social interaction among patients, visitors, and hospital team members, offering an important outlet for physical activity and mental rejuvenation. A key part of this strategy could involve designing community gathering areas where local events or wellness activities can take place, integrating the hospital with the social fabric of the surrounding area.

Senior-Friendly Design Guidelines: Given that a significant portion of the hospital's patients will likely be elderly, the design should prioritize accessibility. Reports and guidelines could focus on ensuring that all spaces are equipped with suitable flooring and handrail transitions to aid in ambulation, careful consideration of sound transmission and quality, use of colour and lighting levels, and clear signage with

large, easily readable fonts and brail. Future design strategies could also recommend adaptable furniture in patient rooms, enabling individuals with varying levels of mobility to feel comfortable and secure. In waiting areas and common rooms, furniture with adjustable features could be considered, as well as easy-to-use technologies that allow elderly patients to stay connected with family and caregivers.

Indigenous Community Engagement Protocols: Incorporating cultural sensitivity into the hospital's design will be vital, particularly in creating spaces that acknowledge and respect Indigenous traditions. Meaningful engagement with Indigenous communities should be undertaken to inform the design of Indigenous-centric spaces Healing rooms or designated spaces for traditional practices could be developed through direct collaboration with Indigenous leaders and elders. These spaces would provide an important sense of belonging and comfort for Indigenous patients, promoting culturally responsive care. Design guidelines could also include elements like traditional artwork or symbolic architecture that reflects the heritage and values of Indigenous communities.

Sustainability and Resilience Action Plan: Sustainability is a central pillar of the hospital's future development. Design reports should explore green technologies such as solar panels, rainwater harvesting systems, and energy-efficient HVAC systems. A comprehensive plan for sustainable building materials and construction practices should be implemented to minimize the hospital's



Image: Grande Prairie Regional Hospital Interior (DIALOG)

carbon footprint. The future development should also incorporate strategies for disaster resilience, such as flood management through green roofs or rain gardens, and future changes in climate and temperature, making the hospital not only environmentally responsible but also prepared for potential climate-related events.

Wayfinding and Navigation Enhancements: Navigation within large hospital complexes can be challenging, particularly for patients who may already feel overwhelmed. Future design reports should include strategies for improving wayfinding through clear and intuitive pathways, ensuring consistency in signage and symbols. Using tactile maps for the visually impaired, colour-coded zones, and landmarks like art pieces can make it easier for patients and visitors to orient themselves. Digital navigation aids could be placed at key entry points or incorporated into a mobile app, enhancing the overall patient experience and reducing stress.

Cultural Competency Assessment: Conduct an assessment to evaluate how well the hospital's design and services will meet the needs of diverse populations, including Mennonite and Indigenous communities. This study should involve direct engagement with community members to ensure culturally appropriate spaces and practices are integrated into hospital operations.

Public Art and Healing Environment Strategy: Public art has been shown to contribute significantly to the healing process. Future strategies could include engaging local artists to create site-specific installations that not only enhance the hospital's aesthetic appeal but also contribute to its therapeutic environment. For example, interactive art installations in waiting rooms could engage patients and families, providing a mental distraction and promoting relaxation. Artwork that reflects the local culture and community could enhance the hospital's connection to its surroundings, while pieces designed specifically to calm and soothe could be used in spaces where patients experience high stress.

Post-Occupancy Evaluation Plan: Develop a plan for conducting post-occupancy evaluations after the hospital opens to assess how well the design meets its intended goals regarding patient care, staff satisfaction, and operational efficiency. This ongoing evaluation will inform future improvements.

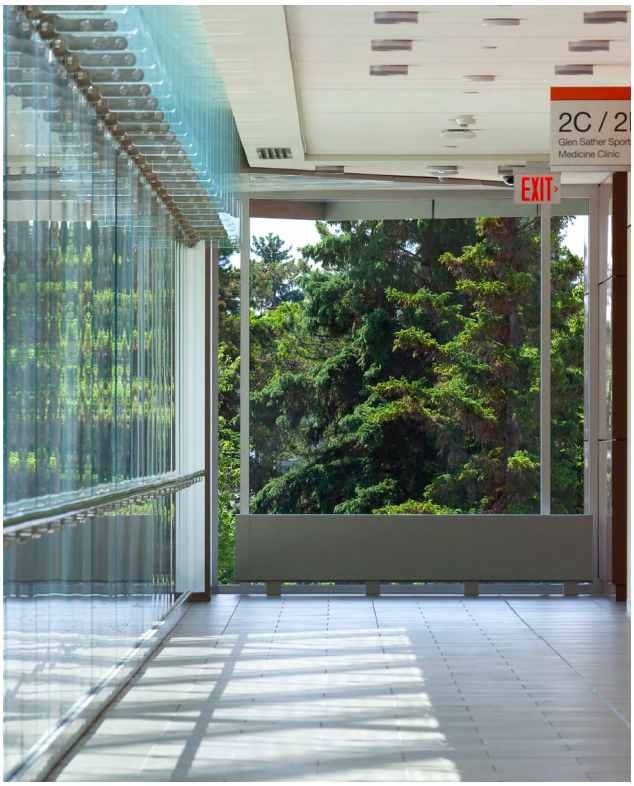


Image: Edmonton Clinic (DIALOG)

9.2. IMPLEMENTATION RECOMMENDATIONS

To successfully implement the vision for GRH and SMGH, the following implementation strategies are recommended:

Ongoing Engagement: Continuous engagement with stakeholders—including patients, families, hospital team members, donors, and community members—will be essential throughout the implementation process to gather feedback and adjust strategies as needed.

Regular Monitoring and Evaluation: An ongoing system of evaluation is necessary to ensure that the hospital meets both its medical and community-oriented goals. Establishing a robust feedback system, including patient satisfaction surveys and community health metrics, will help assess the success of various programs. Utilizing digital platforms could allow the hospital to track patient outcomes in real-time, enabling faster responses to areas that require improvement.

This feedback could be invaluable in refining services and ensuring that the hospital remains aligned with evolving community needs.

Administration and Governance: A clearly defined governance structure will be vital for managing the hospital's day-to-day operations and long-term strategic direction. A multidisciplinary team should be formed to oversee the administration, ensuring that decision-making processes are transparent and involve representatives from all key areas of the hospital, including medical staff, administration, and community stakeholders. In order to implement effectively, the right governance model and stewardship of the implementation are essential, as governance plays a critical role in the project's success. Governance must include the use of metrics to review project progress, with regular reporting and updates to ensure alignment with strategic objectives. Additionally, provisions for regular updates to the hospital's strategic plan should be made, reflecting changes in community needs, healthcare advancements, and environmental considerations.

Strategic Partnerships: Collaboration with external organizations, such as local health advocacy groups or universities, will be essential in ensuring the hospital remains connected to the broader community.

Potential collaborators may include but not limited to:

- Health Canada: Partnering with Health Canada can ensure that the new hospital adheres to national health standards and guidelines while accessing funding opportunities for health promotion initiatives focused on community wellness.
- Ontario Health Teams: Collaborating with local Ontario Health Teams, such as KW4 Ontario Health Team, can enhance integrated care pathways and ensure that the new hospital aligns with community health needs while facilitating smooth transitions for patients across different care settings.
- Local Academic Institutions: The proposed new hospital, strategically located within the University of Waterloo's Research and Technology Park, could greatly benefit from partnership with the university. This proximity offers a unique opportunity to foster innovation, enhance research collaborations, and facilitate the integration of cutting-

edge technologies. Additionally, forming partnerships with the University of Guelph, Wilfrid Laurier University and Conestoga College could further support these endeavors. A collaboration with Conestoga's culinary programs may also provide an opportunity to improve the hospital's food services.

- Health Care Without Harm: This organization focuses on transforming healthcare to reduce its environmental footprint and promote sustainability. Collaborating with them can provide the new hospital development access to resources, tools, and best practices for achieving net-zero emissions and integrating sustainable practices into hospital operations.
- Canadian Coalition for Green Health: This coalition supports healthcare organizations in adopting green practices and improving environmental health. Partnering with them can help the new hospital implement effective sustainability strategies and share knowledge with other healthcare institutions across Canada.
- Canadian Institute for Health Information (CIHI): Collaborating with CIHI can help in gathering data and analytics that inform decision-making processes regarding patient care, resource allocation, and performance measurement in the new facility.
- Healthcare Innovation Hubs: Partnering with healthcare innovation hubs or incubators can provide access to emerging technologies and innovative practices that improve patient care delivery and operational efficiency.
- Patient Advocacy Groups: Engaging with patient advocacy organizations will help ensure that the voices of patients and families are considered in the planning and design of services, promoting a patient-centered approach in the new hospital's operations
- Design and Programming Experts: Involving design and programming expert that demonstrate a commitment to the principles of wellbeing in their organizations and design approach.

These partnerships could facilitate ongoing health workshops, wellness seminars, and preventive care programs that are hosted within the hospital or in its surrounding areas. Partnering with educational institutions could also lead to student placements, research opportunities, and innovative healthcare programs that directly benefit patients and hospital team members alike.



Image: Markdale Hospital Interior (DIALOG)

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Let's collaborate:
The Workshop
Introduce yourself to your table mates
Provide comments on Design Themes
Review and provide feedback on design metrics
Community Wellbeing Framework

DIALOG®

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GRAND RIVER HOSPITAL

BUILDING THE FUTURE OF CARE TOGETHER