



CASE FOR SUPPORT

To



PARTNERING FOR EXEMPLARY HEALTHCARE IN NIAGARA

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EXECUTIVE SUMMARY

In the year of 2024, we will be celebrating the opening of doors to one of the Niagara Region’s newest, state of the art, community hospitals known as West Lincoln Memorial Hospital. We are requesting that the Region be a partner in the local financial contribution towards a significant regional asset with a construction value of \$200 million. The following chart demonstrates how the funding of this asset can be shared:

WLMH Hospital Project		
Funding Partner		Portion Amount
Ontario - Provincial		\$ 140,000,000
Municipal (Grimsby, Lincoln and West Lincoln)		\$ 26,000,000
WLMH Foundation		\$ 20,000,000
Niagara Region		\$ 14,000,000
Total Project Budget		\$ 200,000,000

By 2024 this exemplary hospital will be one of six sites serving the residents and visitors of the Niagara Region. Healthcare in Niagara is shifting; geographic boundaries are being removed so that opportunities for care can be centered around patients, families and caregivers, in an effort to provide care close to home.

Niagara Health is supportive of WLMH new build and its mission to provide the best care for Niagara residents and its role in supporting healthcare providers across the Region.

Dr. Thomas Stewart, CEO, Niagara Health
Lynn Guerriero, President, Niagara Health

WLMH is a vital resource for the health care system and for achieving healthy communities from birth to end of life. The new build is critical for offering integrated, safe hospital services, close to home for the 674,000 residents of the Niagara Region needing care in WLMH – the projected population by 2051. On average, 85 % of patients utilizing inpatient services by WLMH are Niagara Region residents, with a projected growth of 14.6 % into 2024/25.

Residents of Niagara, that have less complex health care needs, have the benefit of accessing services offered at WLMH, thereby alleviating and allowing the Niagara Health System to focus on more complex and specialty care. In general, WLMH greatly reduces wait times and supports the flow of patients from the Niagara Health System.

West Lincoln Memorial Hospital Foundation, along with the supporting municipalities of Grimsby, Lincoln, and West Lincoln respectfully request the support of its regional government, the Niagara Region, to assist in funding the local share of \$60 million for West Lincoln Memorial Hospital’s new build.

You will find attached as Appendix “A” letters of support from a number of medical and healthcare professionals from the Niagara Region. Appendix “B” provides a more in depth account of WLMH’s impact on healthcare in the Niagara Region.

Many of the services provided at WLMH are integral to both the fabric and reputation of regional health care in Niagara, and without them, it would overwhelmingly impact other health care providers, and the residents of the Niagara Region in the following ways:

- **Diagnostics**

- *CT Care at WLMH:* Computed Tomography otherwise known as CT scanning is more commonplace for the purpose of diagnosing a patient’s condition. By 2021, WLMH will be conducting onsite CT scans.
- *Impact on Niagara Region:* The annual volumes of over 1,100 scans would need to be absorbed elsewhere. CT scans volumes will only increase because it will be more readily available onsite. If WLMH did not have this service, the need for CT scans would have to be absorbed elsewhere resulting in a substantial increase of wait times for the population; which for non-urgent scans can range from 10 to 97 days.
- *Mammography care at WLMH:* WLMH mammography services are part of the Ontario Breast Screening Program and total annual volumes range between 2,500 to 3,000
- *Impact on Niagara Region:* Over 12,000 mammograms were performed at WLMH in the past five years for Niagara Residents. Wait times for this service would increase substantially in Niagara if WLMH no longer provided this care.

- **Emergency Services**

- *Care at WLMH:* Emergency services at WLMH are provided to patients arriving by ambulance or walk-in. Services at WLMH are expected to grow over the next five years and particularly from those aged 60 plus.
- *Impact on Niagara Region:*
 - Without the Emergency Services at WLMH over 20,000 residents annually would require care elsewhere
 - Niagara EMS services experience high patient off load delays at the St. Catharines hospital site. Without WLMH those off load wait times would substantially increase and hinder healthcare for others in need of 911 emergency service calls.

- **Surgical Services**

- *Care at WLMH:* WLMH will be doubling its capacity for surgeries and procedures for Niagara residents.
- *Impact on Niagara Region:* Over 6,500 surgeries are projected for 2024/25, without WLMH wait times for these services and procedures would increase significantly.

- **Outpatient Services**
 - **Impact on Niagara Region:**
 - Treatments via intravenous therapy, procedures, injections and transfusions would need to take place elsewhere if WLMH did not provide this care.
 - Colposcopy screen tests and procedures for abnormal screen tests would need to take place elsewhere if WLMH did not have a clinic.
 - Wait times would increase for residents of Niagara should these services not exist at WLMH

- **Mental Health Services**
 - **Care at WLMH:** The Community Health Clinic sees patients referred to the clinic from the Niagara community seeking mental health care by a clinician.
 - **Impact on Niagara Region:**
 - Projections indicate that close to 10,000 patients receive care through WLMH. This care would need to take place elsewhere without WLMH.
 - Referrals from Gillian's Place, Oak Centre Club, Grimsby Benevolent Fund Services, and Community Addiction Services of Niagara would have to go elsewhere.

- **Geriatrics**
 - **Care at WLMH:** Older adults in the Niagara Region will receive care in the Geriatric Assessment Clinic. They provide one on one home assessment and consultations. Typically, patients are over the age of 65 and are experiencing confusion, memory concerns, dementia, complex medical issues, functional decline and frailty, mobility challenges, or have had multiple emergency room visits.
 - **Impact on Niagara Region:** Having this type of clinic to serve our aging population in the Niagara Region will alleviate the NHS and WLMH emergency departments from multiple calls as well as demands on the Emergency Medical Services.

- **Palliative Care**
 - **Care at WLMH:** Palliative care is the care given to patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering. Specialized care is given to a patient to provide pain relief and comfort for the threatening illness they face. Palliative care at WLMH is a population-based model serving all citizens regardless of their location (home, hospice, long term care, hospital, congregant setting) which is a best practice model. The Niagara Region has reason to be proud of this model of community based, hospital supported, and population-centred care. The palliative care team has built and maintained connections to providers and clinicians all across Niagara.
 - **Impact on Niagara Region:** The impact of this care is two-fold:
 - Many family physicians are trained to provide palliative care for their patients, thereby alleviating the care needed by specialists and other providers.

- Our growing population in the Niagara Region and the increase of palliative care services by 24 % at WLMH would have to be absorbed elsewhere if this service did not exist.

The Region of Niagara's investment in the new West Lincoln Memorial Hospital not only ensures that this critical Palliative Care Team and model of palliative care flourishes but in fact can grow to the next level here in Niagara.

Dr. Denise Marshall, CCFP, FCPP

Medical Director, Niagara West Palliative Care Team and McNally Hospice

- **Investment in Medical Profession – Recruitment and Retention**

- At WLMH: WLMH is one of the teaching sites for the Niagara Regional Campus of McMaster University's Michael G. DeGroot School of Medicine, supporting the medical training of undergraduate MD students and postgraduate resident physicians. WLMH also supports the training of nursing students from both Brock University and Niagara College.
- Impact on Niagara Region:
 - The investment in medical education in Niagara has been a highly effective and cost-efficient opportunity to increase the availability of high-quality primary care and specialist care to the citizens of Niagara.
 - The training that medical learners receive through WLMH has been pivotal to the successful recruitment and retention of high-quality family physicians for Niagara.

Financial support from the Region towards the new WLMH build is an investment in the future in the current and future health of Niagara.

Dr. Amanda Bell

Regional Assistant Dean, Niagara Regional Campus, Michael D. Groot School of Medicine

- **Maternal and Newborn**

- Care at WLMH: WLMH will be a place to receive low risk obstetrical care for women in the Niagara Region. The new hospital will provide an important and well-regarded birthing experience for families.
- Impact on Niagara Region: Growth projections indicate that over 1,600 patients from Niagara will receive care at WLMH. Without WLMH maternal care would need to be provided elsewhere.

- **General Impact on Niagara Region:**

- **Population**
 - Increased population density is especially forecasted for West Lincoln; therefore resulting in increased pressures on health care. WLMH hospital offers a solution for population increase.

- **Transportation**
 - Without WLMH additional transportation costs would be incurred as a result of additional volumes on our current transportation systems because of more patient traffic to other hospital and healthcare facilities.
- **Economics**
 - The hospital construction will provide 200 temporary jobs and we will retain 300 medical professionals, most of who are existing tax payers of the Niagara Region.
- **Healthcare**
 - Over 36,000 residents of the Niagara Region receive healthcare from hospitals in Hamilton-Wentworth annually for inpatient, emergency department and same day surgery services. Conversely, approximately 4,000 residents of Hamilton-Wentworth receive healthcare from hospitals in the Niagara Region for the same services.
 - On average, 1,400 patients from the Niagara Region receive tertiary (specialist) health care from the hospitals of Hamilton Health Sciences annually.

We are part of Niagara Public Health, Niagara EMS, and the Niagara Regional Campus of McMaster University. To me these relationships are intuitive and they support a broader vision of providing care in our Region. Dr. Matthew Noble Wohlgemut, CCFP, FCFP

APPENDIX A – LETTERS OF SUPPORT

niagarahealth

Extraordinary Caring. Every Person. Every Time.

Office of the President
1200 Fourth Avenue
St. Catharines, ON L2S 0A9
www.niagarahealth.on.ca

October 26, 2020

To Whom It May Concern,

Healthcare partners in our province are increasingly working together to better connect care for the residents of Ontario. We are seeing a shift in Niagara in which we are removing geographic boundaries to create new opportunities to deliver services that are centered around patients, families and caregivers no matter where they live in our region. To provide high-quality care across Niagara, local community based services play a key role in ensuring residents of each community are supported and receive the best care close to home.

Niagara Health and West Lincoln Memorial Hospital (WLMH) have a strong partnership with each other and other providers across Niagara to enhance access to healthcare services. We are currently working closely with WLMH on our COVID-19 pandemic response. We are also providing care to its obstetrical patients while infrastructure updates and renovations take place in the current WLMH building, among other long-standing collaborations on patient flow, repatriation and transfer between the two hospital organizations.

Residents of Niagara that have less complex healthcare needs, have the benefit of accessing services offered at WLMH, allowing Niagara Health to focus on complex care and specialty care, such as cancer and surgical services. Services offered at WLMH assist in alleviating wait times, support patient flow, and support the work of Niagara Health through their:

- Emergency Department;
- Diagnostics, planned CT Scan for late 2021;
- Palliative Care services;
- Mental Health services and;
- MD education through the Michael G. DeGroote School of Medicine at McMaster.

Niagara Health and St. Joseph's Health System are also in a unique position to combine our expertise, through a renewed Collaboration Agreement, to enhance healthcare across our communities and advance our mutual commitment to innovation and excellence.

These are just a sampling of the many impressive ways healthcare providers are working together to improve the health of Niagara residents through patient-centred, innovative and sustainable healthcare models.

Niagara Health is supportive of the WLMH new build and its mission to provide the best care for Niagara residents and its role in supporting healthcare providers across the region. We are very fortunate ourselves to be in the planning stages for the new South Niagara Hospital, set to open



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in 2026/2027. Both projects bring a significant and much-needed investment to Niagara, and both are integral pieces of creating a connected healthcare system that will improve the patient, family and caregiver experience and provide opportunities to enhance programs and services.

We are excited about the future of healthcare and the impact of our collective efforts towards a transformed, more integrated health system that makes accessing and navigating services easier and better for patients and families.



Lynn Guerriero
President
Niagara Health



Dr. Thomas Stewart
CEO
Niagara Health



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West Lincoln Memorial Hospital New Build



Department of Family Medicine
Division of Palliative Care

Mailing Address:
1280 Main Street West
DBHSC, 2nd Floor
Hamilton, Ontario
Canada L8S 4K1

Physical location:
David Braley Health Sciences Centre
100 Main Street West, 2nd Floor
Hamilton, Ontario
Canada L8P 1H6

Phone 905.525.9140 Ext. 20494
Fax 905.667.8704
www.fhs.mcmaster.ca/palliativecare

Council Members

October 27, 2020

Niagara Regional Council

Dear Council Members;

I am writing today to inform you of one of the key programs led by West Lincoln Memorial Hospital, that has become integral to both the fabric and reputation of regional health care in Niagara. The Niagara West Palliative Care Team (NWPCT) was established in 1997, as an 'inreach' and an outreach program of West Lincoln Hospital. At that time, it was the strong vision of the board and management of WLMH that a community hospital should invest in supporting excellent palliative care for consumers living in all areas of the community, in hopes that early, upstream palliative care support in the community would assist citizens in meeting their expressed goals of spending as much time as possible at home as they neared the end of life, while also ensuring nimble and specialized expertise in palliative care across all parts of the hospital itself.

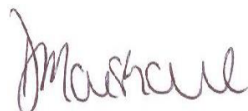
From inception, WLMH established this palliative care team to be a '*population based model*' meaning serving all citizens regardless of their location (home, hospital, LTC, hospice, congregant setting) which despite literature evidence for efficiency and effectiveness of this as a best practice model, remains surprisingly rare across Ontario and Canada. The NWPCT, 23 years later, remains the only such model of its kind in Niagara and this part of Ontario. WLMH partnered effectively with the homecare program (now HNHB LHIN) and subsequently with McNally House hospice, to ensure truly cross sectoral care for our consumers while also capitalizing on sharing resources, funding and assets. In 2002, the Ontario Ministry of Health provided \$980,000 in funding to the team to demonstrate health outcomes and study the key features of the model and then publish. One such feature is the teams '*shared care*' support for family physicians- the specialists on the team support the role of the family doctor as the key and primary provider for their patients and by doing so, have helped build capacity for what we now call '*primary level palliative care*'- now a national quest. 98% of family physicians in our area now provide palliative care for their own patients in all these care settings, including housecalls, knowing as they do that this team provides them with 24/7 specialist support but does not 'take' care away from them. The team works in WLMH seeing patients there, including ER, works at McNally House hospice and works with every family doctor in the area. The result has been that the team has helped create an upskilled family practice work force, decreased hospital visits to ER, decreased hospital deaths, decreased hospital return admission and a high degree of patient and provider satisfaction for patients needing palliative care. Several scholars have delved into difference aspects of the team and its models' success and have published extensively as a result. In 2009, the Niagara West Palliative Care team model was selected as a national model of choice for palliative care in Canada and honoured at national meetings in Montreal. Clinicians and healthcare learners come from across the province and further afield across Canada, to learn about this teams' model and it has been adapted and replicated successfully in many communities. The Niagara West Palliative Care team achieved a 'steady state' position almost a decade ago meaning the investment in knowledge translating to others (students, residents, family doctors) ensures that specialist costs remain stable. It ensures that our population is not needing to be dependant on a specialist team alone to get good palliative care.

The Region of Niagara has reason to be proud of this successful model of community based, hospital supported, population- oriented care. The team has built and maintained connections to providers and clinicians all across Niagara,

ensuring that patient care is truly one of 'the left hand knowing what the right hand is doing' - regional integration of care. The Region of Niagaras 'investment in the new West Lincoln Memorial hospital not only ensures that this critical team and model of palliative care flourishes but in fact can grow to the next level here in Niagara. Plans for the new hospital include ensuring that the NWPCT will be connected with a new range of specialty outpatient clinics that will be enhanced in the new hospital. The team has been in an important coaching and mentoring role with colleagues at both the Walker Family Cancer clinic palliative care in recent years, and also with the emerging inpatient palliative care program at NHS. The team has helped establish enduring connections between Niagaras hospices- McNally House and Hospice Niagara. Perhaps most compellingly, the NWPCT team is the *only* teaching site for McMaster University (not just Niagara campus- the entire McMaster Medical network) for this model of care! The Region of Niagara will be supporting a regional, provincial and national best practice model of palliative care for its citizens by investing in the new West Lincoln Memorial Hospital and this innovative palliative care program.

I am always pleased to share our story, literature, publications, history, and our future with our regional friends and would be pleased to provide more information at any time. Please know that your decision to support a renewed West Lincoln Memorial Hospital, is an investment in the very wellbeing of Niagaras most vulnerable citizens as they near end of life. Please help us grow, replicate and ensure that access to this kind of care become the standard and infact the right of every Niagara resident.

With respect,



Denise Marshall, MD, CCFP, FCFP

Medical Director, Niagara West Palliative Care Team and McNally Hospice,

Professor of Palliative Medicine, Faculty of Health Sciences,

McMaster University marshald@mcmaster.ca



October 6, 2020

To Members of Niagara Regional Council,

This letter is in strong support of the important role that the West Lincoln Memorial Hospital plays in the health of the community, particularly with respect to medical education and physician recruitment and retention in Niagara. West Lincoln Memorial Hospital (WLMH) is one of the teaching sites for the Niagara Regional Campus of McMaster University's Michael G. DeGroot School of Medicine. WLMH participates actively in the medical training of undergraduate MD students and postgraduate resident physicians. Over the last 5 years they have consistently provided over 1,000 days of teaching annually in West Lincoln. Additionally, West Lincoln Hospital is clinical home to a number of active and engaged McMaster University faculty members including several senior campus leaders. The Niagara Regional Campus, whose learners are trained at hospital sites across Niagara, has recruited 18% of their undergraduate trainees and over 50% of its postgraduate trainees to return to or remain in Niagara for their clinical practice. Learners who return to or stay in the region to practice speak of the very positive experience they have learning within the community and the ease of transition to practice when they are already familiar with the hospital systems, the medical community and the resources available locally. Additionally, the majority of learners who choose to practice in the region become faculty members and thus inspire the future medical practitioners through their teaching and their example.

The investment in medical education in Niagara has been a highly effective and cost-efficient opportunity to increase the availability of high-quality primary care and specialist care to citizens of Niagara. The new WLMH build will allow for improved and updated academic opportunities within Niagara and increase the capacity of the hospital to host learners in engaging rotations that inspire them to continue their careers locally. The academic presence of a distributed medical campus within Niagara has proven to be a strong influence in the decision of many physicians, particularly specialist physicians, to locate within the region and their mix of community-practice and academic work in teaching and research, has enriched the opportunities for exceptional health care in Niagara. The training that medical learners receive through the WLMH has been pivotal to the successful recruiting and retention of high-quality family physicians in north Niagara and this training site remains in high demand for residents year after year.

Financial support from the Region towards the new WLMH build is an investment in the current and future health of Niagara. The academic activity and the outstanding educational opportunities for learners in West Lincoln is a strength of the Niagara Regional Campus and an asset to community. We are grateful for the contributions from local physician faculty members and hospital leadership who encourage the growth of WLMH as an active teaching site. This has proven a successful combination with all evidence pointing towards continued opportunities to enrich the health care of Niagara.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Amanda Bell".

Dr. Amanda Bell
Regional Assistant Dean
Niagara Regional Campus
Michael G. DeGroot School of Medicine
McMaster University

Michael G. DeGroot School of Medicine
McMaster University
Niagara Regional Campus

1812 Sir Isaac Brock Way
Cairns Complex 224B
St. Catharines, ON L2S 3A1

905-378-5717 ext 6414
Fax 905-984-4855

Smithville Medical Centre

Family Health Team

230 Canborough St., Box 218
SMITHVILLE, ON L0R 2A0

October 28, 2020

To Whom It May Concern:

I am writing on behalf of West Lincoln Memorial Hospital, in order to reflect on the regional nature of our hospital program and the role it plays in our area. I am a family physician with hospital privileges, and my work includes care of hospital inpatients, ER shifts, and OR assists, in addition to my community- based family practice.

In the ER, the regional aspect of the care we provide at WLMH is evident on a regular basis. There is a steady stream of patients from Vineland, Jordan, and St. Catharines, and it's not rare to also see patients from Welland and Niagara Falls. Sometimes they are drawn by shorter wait times, and often they tell me they are at WLMH for the personalized care they associate with our hospital. In addition, when the NHS hospitals are on EMS offload delays, we accept lower acuity ambulances when they are unable to be seen in St. Catharines. This has been happening with more regularity over the last 5 years.

Our inpatient and OR capacity also acts as a buffer and support to the region. As an OR assist, I often see St. Catharines addresses on the day sheet to get general surgery and gynecology procedures. I would expect this segment to grow proportionally with plans for significantly expanded day procedure capacity in our new build. For inpatients, our family physicians provide care to any patient who is admitted through our ER, and we also regularly repatriate patients from NHS who are in our catchment area. This allows patients needing specialized inpatient services to receive it in Niagara Falls or St. Catharines, but then can be returned to WLMH for lower acuity and convalescent care. This frees up beds across NHS and promotes appropriate patient flow and resource utilization.

The diagnostic imaging program at WLMH also plays a supportive and integrated role in the region. The outpatient capacity for ultrasound, xray, and especially the Ontario Breast Screening Program all support patients beyond the West Lincoln geographic boundary. I expect that with the addition of a new CT scanner in 2021 that it will reduce the burden and wait times for CT across the region.

Although WLMH is part of Hamilton Health Sciences, our patients, our physicians, and our programs are regionally based. We are part of Niagara Public Health, Niagara EMS, and the Niagara Regional Campus of McMaster University. To me, these relationships are intuitive, and they support a broader vision of providing care in our region.

Sincerely,



Dr. Matthew Noble Wohlgenut, CCFP, FCFP

APPENDIX B – CASE FOR SUPPORT

HISTORY

West Lincoln Memorial Hospital (WLMH) opened its first doors in 1946, with 18 beds, treating 46 patients in its first month. The community of caring that existed then, has continued throughout the many milestones of its history and also continues to this day. Since 2001, the plans for redevelopment have been underway; including the WLMH Foundation successfully receiving \$10 million for the purposes of building a new hospital.

TODAY

This is a pivotal time in the planning and development of the new hospital, as we set forth to raise \$60 million, a goal that represents the local share for the new hospital build. When a new hospital is built in Ontario, the provincial government agrees to pay the majority of the new hospital construction costs, but not the entire cost. In general, the communities served by the hospital are responsible for a local share which is estimated to be 30% of the project cost. Across Ontario, municipal and regional governments play an essential role in providing the local share of financing new hospitals. Fundraising is also essential for achieving the local share. At this time WLMH Foundation is implementing a new campaign for the purposes of achieving the funds needed to build an exemplary new hospital - a community of care.

COMMUNITY OF HEALTHCARE

West Lincoln Memorial Hospital is situated on Main St, in Grimsby. From a geographic perspective, the three municipalities known as Grimsby, Lincoln, and West Lincoln, are known as West Niagara within the Niagara Region. They also form the Niagara North West sub-region of the Hamilton Niagara Haldimand Brant Local Health Integration Network.

WLMH is primarily used by residents of the Niagara Region. They also seek care from tertiary health care centres provided through Hamilton Health Sciences. From a financial perspective, residents of the Niagara Region support healthcare services through the regional portion of their property taxes. Niagara Region residents are not required to fund hospitals such as Juravinski and Hamilton General hospital sites which are multi-million projects planned for the future.

DEMOGRAPHIC IMPACT

West Niagara has been earmarked to have three of the four designated growth areas within the Niagara Region. Various areas throughout the Niagara Region are expected to see higher population increases than others. West Lincoln is one of the designated growth areas and as noted in the chart below it is expecting a 102 % population increase by 2041.

In general all of Niagara is growing as many people move from the GTA seeking more affordable housing or looking to retire. Convenient access to healthcare can be a significant attraction factor for individuals

and families looking to relocate to a community. The new WLMH hospital with expanded services will be appreciated by the growing community that it will serve in the coming years.

MCR Strategic Growth Option											
Forecast Total Population by Local Municipality, 2016 -2041											
Municipality	Total Population Including Net Undercoverage									2016 - 2041	
	2001	2006	2011	2016	2021	2026	2031	2036	2041	Net Change	Compound Annual Growth Rate
Fort Erie	29,120	30,960	30,760	31,030	32,310	34,720	37,780	41,220	43,940	12,910	1.40%
Grimsby	22,030	24,760	26,000	27,580	29,430	31,400	33,200	35,140	37,150	9,570	1.20%
Lincoln	21,320	22,460	23,080	23,950	24,990	26,230	28,060	30,030	31,590	7,640	1.11%
Niagara Falls	81,550	85,040	85,200	87,740	92,830	99,990	108,770	117,670	124,580	36,840	1.41%
Niagara-on-the-Lake	14,320	15,090	15,810	17,950	19,750	21,420	22,850	24,700	26,580	8,630	1.58%
Pelham	15,790	16,710	17,040	17,190	17,900	19,410	21,560	23,720	25,260	8,070	1.55%
Port Colborne	19,080	19,240	18,910	18,510	18,600	19,210	20,080	21,050	21,820	3,310	0.66%
St. Catharines	133,660	136,570	134,890	133,820	136,930	142,560	150,590	160,040	167,480	33,660	0.90%
Thorold	18,670	18,880	18,410	18,790	19,680	21,500	23,850	26,470	28,470	9,680	1.68%
Wainfleet	6,470	6,830	6,520	6,540	6,590	6,760	6,990	7,260	7,480	940	0.54%
Welland	50,080	52,080	51,980	52,550	54,130	56,540	59,600	63,160	66,180	13,630	0.93%
West Lincoln	12,690	13,620	14,200	14,670	16,170	18,930	22,630	26,530	29,460	14,790	2.83%
Niagara Region	424,780	442,240	442,800	450,320	469,310	498,670	535,960	576,990	609,990	159,670	1.22%

NEW HOSPITAL OVERVIEW

The new WLMH will be built on the current hospital site; on the north side of the property. It will be approximately 119,705 square feet in size; close to doubling its current size, with 56 inpatient beds, eight nursery bassinets, and five labour birthing and recovery suites. Programs of care will include acute inpatient services, an emergency department, ambulatory services (outpatient services), complex continuing care, maternal and newborn services, as well as day surgical services and endoscopy.

The following sections in this proposal provide greater detail regarding the future services to be provided in the hospital for inpatient and outpatient purposes. We have also included future projections and statistics to support the impact a future hospital will have on serving the Niagara Region.

DIAGNOSTIC SERVICES CENTRE

The Diagnostic Services Centre will provide for the needs of inpatients and outpatients for the Niagara Region and will include a full range of services as follows:

- X-ray and general radiology
- Mammography, diagnostic, and screening services
- Ultrasound
- Computed tomography (CT scanning)
- Electrocardiography (ECG)
- Echocardiography
- Pulmonary Function testing
- Spirometry testing
- Exercise stress testing

The addition of CT scan equipment to WLMH’s diagnostic services and the Niagara Region’s healthcare will alleviate growing wait times in the Niagara Health System.

IMPORTANT STATISTICS & PROJECTIONS FOR DIAGNOSTIC SERVICES CENTRE

Historical and Projected Workload					
Exams	2014/15	2017/18	2018/19	2024/25	2018 to 2025 Differential
CT Scanning	0	0	0	7,500	
Mammography	3,574	3,760	3,456	3,936	+13.8%
Radiography	24,477	22,838	22,729	25,436	+11.9%
Ultrasound	13,232	13,678	13,254	14,831	+11.8%
ECG	9,904	11,951	7,731	8,891	+15.0%
Echocardiography		1,268	1,776	2,043	+15.0%
Exercise Testing	738	684	608	698	+14.8%
Pulmonary Function		891	804	925	+15.0%

- ✓ Over 1100 CT scans were performed outside of WLMH in 2019/20. This number has risen by approximately 100 each year since 2014/15 and continues to rise. Without a CT scan operating in WLMH those numbers would need to be absorbed somewhere.
- ✓ Wait times across the Niagara and the surrounding areas of Ontario West region for adults range from 10 to 97 days for non-urgent CT scans.
- ✓ Mammography services are a part of the Ontario Breast Screening Program and the total yearly volume is between 2,500 and 3,000 residents from the Niagara Region. Wait times would be dramatically increased at other locations if WLMH did not provide this service.

EMERGENCY SERVICES

WLMH’s new building will have emergency services that are designed to support the highest standard of care within a safe and efficient environment. Emergency services at WLMH are expected to grow over the next five years, particularly in the 60 plus age group.

Emergency Services at WLMH diagnose and treat patients presenting with urgent or emergent health issues without a scheduled appointment.

WLMH works with paramedics of the Niagara Emergency Medical Services who also support a broader network of Public Health Programs in the Niagara Region.

IMPORTANT STATISTICS & PROJECTIONS FOR EMERGENCY SERVICES

- ✓ On average, 83 % of patients served in Emergency Services at WLMH are residents of the Niagara Region.
- ✓ In 2018/19 there were 19,544 emergency visits.
- ✓ Niagara Region EMS (Emergency Medical Service) experience high patient off load delays at the St. Catharines hospital site and WLMH has lessened the impact with this challenge. An EMS paramedic cannot leave a patient until the patient is admitted; this is referred to as an off load delay. Ultimately, this can take many hours away from their service in the community and be costly to the healthcare system. Volumes of EMS service and off load delays would be available from the Niagara Region.

SURGICAL SERVICES

The new WLMH will enable an increase in the number of surgical and other procedures for Niagara residents. Three operating rooms and a procedure room will double the amount of care provided on site, offering more people with new surgical procedures. This includes general surgery, orthopedics, otolaryngology, dental, plastics, and gynecological surgery, including scheduled and emergency caesarean-sections. The procedure room will accommodate endoscopy procedures.

IMPORTANT STATISTICS & PROJECTIONS FOR SURGICAL SERVICES

Historical and Projected Workload					
Services	2014/15	2017/18	2018/19	2024/25	2018 to 2025 Differential
Inpatient	637	523	408	443	+8.5%
Outpatient (compared 2017/18 to 2025)	2,985	2,404	765	3,894	+61.9%
Endoscopy (compared 2017/18 to 2025)	2,210	1,632	166	2,200	+34.8%
Totals	5,832	4,559	1,339	6,537	+43.3%

INPATIENT SERVICES

WLMH provides inpatient services to the residents of the Niagara Region. Inpatient care units monitor and provide acute care to patients diagnosed with a range of medical conditions. The clinical team also provides inpatient post-operative care for gynecological surgery patients.

As part of these services, the Complex Continuing Care Unit delivers palliative care and low intensity rehabilitation to patients with organic physical and cognitive deterioration due to medical conditions or their age. The new building will create a caring environment that is senior friendly in design.

IMPORTANT STATISTICS & PROJECTIONS FOR INPATIENT SERVICES

Historical and Projected Workload					
Inpatient Discharges	2014/15	2017/18	2018/19	2024/25	2018 to 2025 Differential
Adult Medical	1,581	1,682	1,595	1,845	+15.6%
Adult Surgical	361	308	293	318	+8.5%
Complex Continuing Care	61	81	130	154	+18.4%
Newborn and Neonate	938	749	717	760	+5.9%
Obstetrics Total	981	790	753	833	+10.6%
Totals	3,922	3,610	3,488	3,910	+12.00%

- ✓ Projections indicate an increase of inpatient beds from 49 to 61 by 2024/25.
- ✓ On average, 85 % of patients utilizing inpatient services at WLMH are residents of the Niagara Region.
- ✓ On average, a 12 % growth projection is anticipated for inpatient services by 2024/25.

AMBULATORY CARE CENTRE (OUTPATIENT SERVICES)

WLMH will expand the provision of outpatient services for the Niagara Region within a flexible ambulatory care space. Expanded ambulatory care services will accommodate a wide variety of outpatient services including the following:

- Older adults in the Niagara Region will have access to increased care close to home in the hospital facility which will be designed to meet the specific needs of an aging population, and offering a wide variety of specialty clinics for access to consultations with medical experts, including General Internal Medicine and Geriatric Assessment Clinics.

- The Niagara West Palliative Care Team will provide consultation and support to local family physicians for hospitalized patients as well as patients in the community who are experience life limiting illnesses. This model of palliative care alleviates the overall health care system in the Region while supporting the individual’s wishes for end of life care. This model of care also provides a training and educational avenue for family physicians. Everyone is trained to provide care at home and do their best to keep intervention needed through hospital services or other types of services.
- There will be a Colposcopy Clinic to provide consult examination services as well as diagnostic procedures for referred patients with an abnormal screen test or other observed abnormalities, following Cancer Care Ontario Guidelines.
- A Pre-Operative Clinic will complete pre-surgical assessments of WLMH surgical patients in advance of their upcoming scheduled surgery.
- The Medical Day Care Area will provide space for Intravenous therapies, pain management procedures, injections, and transfusions.
- As many Niagara residents travel for consults to other hospital sites, the Centre will be hosting visiting specialists to provide care closer to home. This patient population will be served on a weekly basis.
- The Community Mental Health Clinic typically sees patients referred to the clinic from the community seeking consultation and/or assessment by a clinician in conjunction with one of the psychiatrists. WLMH is a leading mental health care provider in Exposure and Response Prevention for Obsessive Compulsive Disorder which is the gold standard in treatment for this disorder. We understand WLMH to be the only provider in Niagara for this type of treatment. The West Niagara Mental Health Team at WLMH provides assessment, consultation, and treatment services for outpatients 14 years of age or older who are experiencing mental health problems. The new Centre will also be home to sub-specialized services including the Community Mental Health Addiction Services for youth and adults, Early Psychosis Intervention and Early Intervention for Transitional Age Youth.
- Partnerships and referrals for services occur within a variety of health care services including the following from the Niagara Region:
 - As it relates to medical/surgery services: Patient flow between the Niagara Health System and WLMH provides an avenue for patients to be supported closer to home.
 - As it relates to mental health services: Referrals and support occur between the Ministry of Children and Youth Services, Community Addiction Services of Niagara, Gillian’s Place Women’s Shelter, Grimsby Benevolent Fund Services, Oak Centre Club House and Public Health.

IMPORTANT STATISTICS & PROJECTIONS FOR AMBULATORY CARE CENTRE

Historical and Projected Workload					
Service	2014/15	2017/18	2018/19	2024/25	2018 to 2025 Differential
Palliative	10,218	10,866	13,581	15,736	+15.8%
Medical/Surgical	1,188	2,555	4,288	26,988	+629.38%
Mental Health	5,159	6,517	8,018	9,794	+22.1%

- ✓ The mental health services provided to the Niagara Region at WLMH have grown by approximately 23 % per year since 2014/15 with new investment in services supported by HNHB LHIN.
- ✓ Between 2017/18 and 2018/19 there was a 24 % increase in palliative care services at WLMH provided to patients in the Niagara Region.
- ✓ Greater detail regarding the tracking of mental health care is not available due to essential privacy protocols that are in place to prohibit the sharing of data.

EDUCATION SERVICES

WLMH is one of the teaching sites for the Niagara Regional Campus of McMaster University’s Michael G. DeGroot School of Medicine, supporting the medical training of undergraduate MD students and postgraduate resident physicians. The medical teaching program embedded at WLMH enhances the opportunity to train, recruit, and retain physicians locally in the Niagara Region. Maintaining the investment in medical education in Niagara is a highly effective and cost-efficient opportunity to help assure the availability of high-quality primary care and specialist care physicians for the citizens of Niagara. This program enables a highly skilled and sustainable health service workforce for decades to come.

WLMH also partners with Brock University and Niagara College to provide their nursing programs with opportunities for training and experience.

The Centre will offer educational placements for ultrasound and CT students, residents/fellows, and diagnostic service technologists. At any one time, there may be two to three students/trainees in the Centre.

IMPORTANT STATISTICS & PROJECTIONS FOR EDUCATION SERVICES

- ✓ WLMH on average serves 80 plus on site hospital learners for the Niagara Region on an annual basis.
- ✓ 18 % of all undergraduate students who have completed their studies return to practice in the Niagara Region.
- ✓ 52 % of all family medicine residency graduates set up practice in the Niagara Region.
- ✓ 90 % of all family medicine graduates that practice in Niagara are also appointed faculty at the Niagara Regional Campus of McMaster University’s Michael G. DeGroot School of Medicine.

MATERNAL NEWBORN SERVICES

WLMH Maternal Newborn Services will provide high quality low risk birthing and obstetrical care to the Niagara Region. The team providing care includes obstetricians, family physicians, midwives, and nursing staff who support patients through pregnancy, birth, and the initial post-partum period. The new hospital will continue the tradition of a well regarded birthing experience for families.

IMPORTANT STATISTICS & PROJECTIONS FOR MATERNAL NEWBORN UNIT

Historical and Projected Workload					
Cases	2014/15	2017/18	2018/19	2024/25	2018 to 2025 Differential
Adult Surgical	361	308	293	318	+8.5%
Newborn and Neonate	938	749	717	760	+5.9%
Obstetrics - Vaginal Birth	686	551	545	603	+10.6%
Obstetrics - C-Section	238	181	151	167	+10.5%
Obstetrics - Other	57	58	57	63	+10.5%
Totals	2,280	1,847	1,763	1,911	+8.3%

- ✓ The five year average of patient volume for obstetrical care at WLMH indicated that 40 % of patients are from outside of West Niagara, and live in the Niagara Region.
- ✓ Growth projections anticipate a total of over 1,600 patients (800 mothers and 800 infants) annually by 2024/25.

WLMH AND THE INTEGRATION OF HEALTH CARE IN THE NIAGARA REGION

WLMH plays an integral role in the Ontario Health West region which also includes the Niagara Health System. Quality patient outcomes depend on a well integrated regionalized system. Health care in Ontario does not work in a silo system and each hospital relies upon the other. The integration of health care in Niagara is evidenced in the following ways:

- Geographic boundaries are being removed to create new opportunities for care that are centered on patients, families, and care-givers, no matter where they live in the Region. Patients in the Region with less complex healthcare needs have the benefit of accessing services offered at WLMH, allowing Niagara Health Services to focus on complex, acute care and specialty care.
- On average, over 36,000 residents of the Niagara Region receive healthcare from hospitals in Hamilton-Wentworth annually for inpatient, emergency department and same day surgery services. Conversely, approximately 4,000 residents of Hamilton-Wentworth receive healthcare from hospitals in the Niagara Region for the same services.
- On average, 1,400 patients from the Niagara Region receive tertiary health care from the hospitals of Hamilton Health Sciences annually.
- Repatriation and transfers of patients between hospitals have been a long standing support practice, to bring patients to the hospital closest to home. Repatriation occurs when patients who were in need of higher acuity or specialized care in other hospitals are now at a level of care that does not require more intensive services; and so they are ready to return closer to home. These patients are usually in need of further rehabilitation and discharge planning, thus creating capacity at other hospitals for patients who require higher acuity services or other patients from their catchment area.

REQUEST FOR SUPPORT

West Lincoln Memorial Hospital Foundation, along with the supporting municipalities of Grimsby, Lincoln, and West Lincoln respectfully request the support of its regional government the Niagara Region to assist in funding with \$14 million towards the local share of \$60 million. This contribution will support regional health care in Niagara as demonstrated throughout this document.

We hope that as part of your consideration of funding the new hospital you will review the information within this proposal as well as consider the following factors:

- Current population density within West Niagara as compared to the rest of the Region
- Current and projected assessment base of West Niagara and the contribution made to the Region
- Future population density within West Niagara compared to the rest of the Region
- Required infrastructure for projects of this nature may already be existing and therefore not impact the Regional budget; including the maintenance of said infrastructure

- Deer Park Villa, a Niagara Region long term care facility located on the WLMH property, has benefited from a rent-free tenancy since the transfer of ownership in 2003 to the Niagara Region. Deer Park Villa sits on 6.42 acres or approximately 50 % of the hospital site lands.
- Property development impacts for the Regional budget including both residential and commercial

Overall, your support will enable us to be the best community of healthcare to the residents of Niagara and we thank you for your consideration in partnering with us.

Enclosures – see Appendix A

1. Letter from Lynn Guerriero, President and Dr. Thomas Stewart, CEO of Niagara Health
2. Letter from Dr. Denise Marshall, Medical Director, Niagara West Palliative Care Team and McNally Hospice, Professor of Palliative Medicine, Faculty of Health Sciences, McMaster University
3. Letter from Dr. Amanda Bell, Regional Assistant Dean of McMaster University, Michael G. DeGroot School of Medicine Niagara Regional Campus
4. Letter from Dr. Matthew Noble Wohlgemut, Family Physician