

ADDENDUM

TO: NIAGARA REGION

DATE: JANUARY 4, 2021

This Addendum is prepared in response to the information received at a meeting with T. Harrison and R. Tripp of Niagara Region on Dec 21, 2020, with respect to the draft matrix being proposed as part of the hospital funding policy. We wish to note that the timing for responding to this draft matrix has been tight given that the Niagara Region has been in the drafting stages for the hospital funding policy, in the midst of processing our request, the number of holidays, as well as the decision of the Province to place Niagara in lockdown due to COVID as of Dec 26, 2020. It is our hope that some grace will be extended to us because of this tight response time.

PART 1: MANDATORY REQUIREMENTS

1.1 The request must come from the organization directly responsible for project delivery

- ☒ The request is from the organization directly responsible for project delivery and a formal presentation was made to Corporate Services Committee on November 9, 2020. A letter dated December 17, 2020 from Rob MacIsaac, President and CEO of Hamilton Health Sciences indicating said request is attached.

1.2 The requestor must provide a detailed review of available financing and long-term financial implications, assessment of potential risks and analysis of potential funding alternatives

- ☒ Please see Table 1.0 which indicates how the building project will be funded. The community through the WLMH Foundation will fund the local share of \$60 million. The new WLMH is a Design Build Finance project of the Ministry of Health and is a fixed price contract which is not payable until substantial completion.

Table 1.0 WLMH Hospital Project		
Total Project Budget		\$200,000,000
Funding Partner	% of budget	Portion Amount
Ontario - Provincial	70 %	\$ 140,000,000
Municipal (Grimsby, Town of Lincoln and Lincoln)	13 %	\$ 26,000,000
WLMH Foundation	10 %	\$ 20,000,000
Niagara Region	7 %	\$ 14,000,000

1.3 The project must be approved by the provincial government and supported with a minimum 70% provincial funding commitment

- ☒ The project is approved by the provincial government and is supported with a minimum of 70% provincial funding commitment as shown in Table 1.0.

1.4 Community fundraising and revenue generation must exceed Niagara Region's contribution as part of the funding plan

- ☑ Table 1.0 indicates that the Niagara Region's contribution would not exceed the community fundraising portion of \$ 46 million for the project.
- ☑ Please see attached letters from the municipalities of Grimsby, Town of Lincoln and Lincoln demonstrating their commitment to the community local share for the WLMH project.

1.5 The project must be located within the municipal boundaries of Niagara Region

- ☑ The project is located within the municipal boundaries of the Niagara Region.

1.6 The requestor and funding partners must agree to recognize regional contributions in all communications related to the project.

- ☑ The requestor and funding partners agree to recognize regional contributions in all communications related to the project.

PART 2: ECONOMIC BENEFITS

2.1 Short-term jobs created are greater than 100

- ☑ There will be 200 full-time construction jobs created for the duration of the multi-year build

2.2 Long-term jobs created or sustained (2 points >50; 4points >100; 6 points >200)

- ☑ The project of WLMH will sustain 300+ highly skilled medical science jobs

2.3 Plans in place to leverage surrounding employment lands

- ☑ For over 70 years, WLMH has been a valued community partner in the Grimsby and the Niagara Region. With the plans to expand and redevelop the hospital, on December 21, 2020, Grimsby Council took steps to prepare for this investment and help share the future of Main St. East. Council voted unanimously to approve staff report PA20-27 which provides a strategy for Main St. East. This strategy includes a Heritage Conservation District, interim demolition control options and planning tools such as a secondary plan, urban design guidelines and an official plan amendment. Together these elements create a planning framework that preserves the unique character of Main St. East while allowing appropriate redevelopment and intensification for the area. The wording of the motion approved in the December 21st, 2020 meeting was forwarded to T. Harrison and R. Tripp for their reference.

2.4 Project associated with a Centre for Innovation, Life Sciences Cluster or similar initiative

- ☑ WLMH is associated with a Campus of Care with a hospice for palliative care and a long term care facility being located on the same site.
- ☑ In response to 2.3 and 2.4 plans are in place for an Innovation and Community Hub. This connection will run from the WLMH hospital site in Grimsby, across King St., encompassing the YMCA on the border, the new West Niagara Secondary School on the Lincoln side of the border, and stretch to Beamsville, connecting the Town's proposed Beamsville District Secondary School Innovation and Community Hub (formerly the BDSS). This will

see four major anchor facilities and institutions along a corridor work to create a broader district in West Niagara.

The development of the Innovation and Community Hub has been well received by the public and it expected that this Hub will include medical arts (general practice, dental, optical, life labs, etc.), day care or early learning centre, partnership with Niagara Region (public health, EMS), cultural amenities (arts hub, theatre), recreation (community gyms, basketball courts, racquetball, etc.), public spaces (community events and meetings), economic development (innovation hub – to assist in incubating new business, training and skills development), employment and or new business development services and seniors programming or services.

PART 3: SOCIAL BENEFITS: ACCESS AND INCLUSION

3.1 Facilities and services to improve access and inclusion:

3.1.1 Commitment to on-site childcare services

- ☑ Childcare services are available directly adjacent to the hospital at Kidzdome. This childcare facility expanded its services in anticipation of the new hospital expansion.

3.1.2 Commitment to age friendly design

- ☑ The new WLMH facility will be age-friendly in design including particular attention to the needs of an aging population including all provincial guidelines for accessibility. Other details include providing wayfinding signage, hand-rails throughout hallways, private rooms with roll-in showers, non-reflective floors, automatic sliding door entries and ceiling mounted lifts where possible. Planning and design features will accommodate special requirements that accompany aging including sensitivity to lighting, floor patterns and use of specific colours.

3.1.3 Commitment to facilities that promote inclusion

- ☑ The facility will also promote inclusion through its planning and design including gender neutral washrooms and showers, as well as a multi-faith room.

3.2 Transit supported location (within 500m)

- ☑ Patients and their care-givers can receive transportation to and from the hospital entrance through a number of service providers including Niagara Community Support Services and the NRT OnDemand program.
- ☑ NRT OnDemand is connected to GO Transit for connection to and from Hamilton and Niagara; allowing riders to move seamlessly to and from GO stations whether it's to use GO bus or train services. In 2016, the Province announced the extension of Lakeshore West GO trains to Niagara with stops at Grimsby (2021), St. Catharines and Niagara Falls (2023). GO Station area secondary plans were proactively completed in both Lincoln and Grimsby – signalling the community and the Town are ready for a GO station and associated development.
- ☑ There is also planned expansion of the ParaTransit services of the Niagara Region within West Niagara.

PART 4: DIRECT REGIONAL HEALTHCARE BENEFITS

- 4.1 Project delivers net new services in one or more areas that address Niagara's top 5 health conditions and diseases (heart, falls, diabetes, stroke, lung and trachea cancer)
- ☑ WLMH will provide care for patients in all of the areas listed as the top 5 health conditions and diseases at varying levels of care and dependent on the level of condition, including net new services as follows:
- (a) In general, WLMH will be further equipped to support patients arriving through the Emergency Department or for scheduled purposes as it relates to the top 5 health conditions; mostly for pre and post health care resulting from surgeries, procedures or conditions that can be supported through diagnostics, the ambulatory clinic as referred by the Emergency Department or through low intensity rehabilitation. The patient journey as described in our Addendum dated December 7, 2020 can be applied to the top 5 conditions and diseases of heart, falls, diabetes, stroke, lung and trachea cancer. Please see Table 2.0 which outlines the expanded support for the top 5 health conditions and diseases.
 - (b) Diagnostic services will include expanded services through the CT scanning, ultrasound and echocardiography. These services support the conditions of heart, falls, and stroke.
 - (c) The ambulatory clinic will support consultation services by visiting specialists for patients with conditions and diseases related to heart and diabetes. This will include assessment and diagnosis of health conditions as well as ongoing monitoring and further referrals and testing if required.
 - (d) The geriatric assessment clinic will support patients with a variety of conditions including the presentation of mobility changes, falls, incidence of multiple emergency room visits, as well as conditions related to the outcomes from stroke. Family physicians will also be able to refer patients to the clinic for assessment to determine the level of support needed in the home; thereby working towards injury prevention and maintaining seniors in their homes safely with supports. The clinic is expanded from a monthly service to a weekly service.
 - (e) The patients requiring low intensity rehabilitation will be supported at WLMH. We currently cover 3,000 patient days per year through this program. A patient's average length of stay is 30 days. Many of these patients are transferred from NHS to WLMH for rehabilitation and discharge planning. Without WLMH these patients would need to be cared for in other facilities. Low intensity rehabilitation patients can be for cardiac, falls, stroke, diabetes, and lung and trachea cancer.
 - (f) Patients are transferred to WLMH for further recovery or convalescent care from the top 5 conditions and diseases of heart, falls, diabetes, stroke, lung and trachea cancer; thereby resulting in increased capacity in other health care facilities for these same conditions and diseases.
 - (g) Surgery for some specific injuries or health conditions may be performed at WLMH. These surgeries would be same day home surgeries which may include hand and/or wrist, just as an example of minor same day home surgeries.

Table 2.0					
	Diagnostics	Ambulatory	Emergency	Surgical	Low Intensity Rehab
Cardiac	Echocardiography (+34%) (+1 room) Ultrasound (+10%) (+1 room)	Consultation Clinics (+8-10 visiting physicians)	Visits (+6%)		Low intensity rehab (+71%)
Falls	CT Scan (+7,500)	Geriatric assessment clinic (+260)	Visits (+6%)	Minor orthopaedic surgery (surgeries are +60% with 25% being ortho)	Low intensity rehab (+71%)
Diabetes	Laboratory (+12%)		Visits (+6%)		Low intensity rehab (+71%)
Stroke	CT Scan (+7,500)	Geriatric assessment clinic (+260)	Visits (+6%)		Low intensity rehab (+71%)
Lung/Trachea Cancer	CT Scan (+7,500)	Palliative Care (+36%) Specialty Clinics for ENT, Respiriology (+8-10 visiting specialists)	Visits (+6%)		Low intensity rehab (+71%)

*Expansion figures are based across all services as it is not possible to isolate these based on patient condition

(h) Mental illness is a leading cause of disability in Canada, affecting more than 6.7 million people. In fact, 1 in 2 Canadians have, or have had a mental illness by the time they reach the age of 40 years. The Mental Health services provided in the hospital helps fill an especially important need in Niagara, which in turn works towards achieving one of the priorities of the Niagara Region which is to support healthy communities and invest in mental health. Projections indicate that the clinic will see 10,000 patients annually (27 per day); an increase or net new number of patients at 3,220 annually (8 per day). An anticipated outcome of this service will be reduced emergency visits which will impact the Niagara Region EMS.

4.2 Project delivers net new services in one or more areas that address Niagara's top 3 EMS transport issues (cardiac, trauma, stroke)

- ☒ There are very clear guidelines for trauma related cases that Emergency Services follow. Patients are brought to either the closest Emergency Department or the closest designated trauma or stroke facility based on initial assessment by EMS and for stroke patients the time from presenting symptoms. Many patients arriving through Emergency Services present with chest pain and are cared for at WLMH or transferred to Hamilton Health Sciences depending on interventions required. Stroke patients can also be brought to WLMH for initial Emergency assessment depending upon the window of time in which the symptoms of a stroke presented.

There are stories of patients who have been transported to WLMH with stroke symptoms that with immediate intervention have avoided more serious outcomes which result from a stroke.

- ☑ Patient activity for WLMH's Emergency Department is projected to increase by 10% over 5 years for patients with a CTAS Score of 1, 2 and 3. Activity level in CTAS 4 and 5 will be maintained at current assuming that community physicians will address less urgent conditions during regular business hours consequently reducing use of WLMH Emergency Services for treatment, hospital admissions and thus resulting in less EMS transport issues. The expansion of our Ambulatory Clinic to include a General Internal Medicine Rapid Assessment Clinic will support the reduction in hospital and EMS services as well. The GIMRAC Clinic is a net new service expecting patient loads of 2,380 patients in its first year.
- ☑ WLMH works with paramedics of Niagara EMS who also support a broader network of Public Health Programmes in the Niagara Region which include mobile health teams that work with paramedics and other staff to identify and address 911 calls that may not require an Emergency Department visit. Calls may be directed to the Falls Intervention Team staffed by a paramedic and an occupational therapist who are dispatched to patients reporting low-acuity falls. The team will monitor repeat callers, perform medical assessments, identify medical issues or connect patient to community support agencies to reduce their risk.

PART 5: INDIRECT REGIONAL HEALTHCARE BENEFITS

5.1 Explanation of how project contributes to overall system of healthcare in Niagara (must include validation through written correspondence from OHT)

- ☑ The development of Ontario Health Teams throughout the province is in the preliminary stages. Only 12 of the 29 approved teams are defined thus far. WLMH currently does not fall into the jurisdiction of any of the defined OHTs and will be included in a future addition of the OHT list. To support the validation of how the WLMH project will contribute to the overall system of health care in Niagara we have attached letters of support from experts in healthcare – Dr. Thomas Stewart, CEO and Lynn Guerriero, President, Niagara Health System dated October 26, 2020 and from Rob MacIsaac, President & CEO, Hamilton Health Science dated November 2, 2020. These letters outline how WLMH supports the Niagara Health System and the health care of Niagara residents.
- ☑ WLMH 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 on patients, families and caregivers, in an effort to provide care close to home.

WLMH is a vital resource for the health care system and for achieving healthy communities. The new build is critical for offering integrated, safe hospital services, close to home for the projected 674,000 residents of the Niagara Region. On average 85 % of patients utilizing inpatient services by WLMH are Niagara Region residents. A small number of patients reside outside Niagara and they are attributable to tourism, travel and/or work-related injuries. This is comparable to every other hospital in Niagara Region.

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. Patients need all levels of this system for cradle to grave healthcare; traversing these levels as needed for diagnostics, treatments, surgeries, palliative care at home or in the hospital. It is a shared care approach.

- ☑ 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. Attached to this Addendum you will find further information in our Addendum dated December 7, 2020.

5.2 Project includes Niagara-based health care teaching component (must include validation through written correspondence from Brock University, Niagara College, and/or McMaster Satellite campus)

- ☑ Attached is a letter of validation from Dr. Amanda Bell, Assistant Dean, McMaster University, Michael G. DeGroote School of Medicine, dated October 6, 2020.
- ☑ Attached is a letter of validation from Angela Butt, Associate Dean, School of Nursing and PSW Studies of Niagara College Canada, dated January 4, 2021. A partnership with Brock University for nursing and allied health professionals exists and we anticipate receiving a letter from them as well.

5.3 Commitment to patient off load delay targets through performance agreement

- ☑ WLMH's patient off load times are one of the best in Niagara. The average off load time in 2020 was 44 minutes which is a 10 % improvement from 2019. Provincial guidelines indicate a 30 minute off load time target. We understand that WLMH's performance is better than the Niagara Region average.
- ☑ WLMH has a strong commitment to patient off load delay mitigation efforts as part of the regional response and in working with partner hospitals as part of the Niagara Health System. WLMH will work in any way possible with EMS and all regional partners to develop strategies to reduce emergency department offload delays. WLMH is also committed to establishing targets, and have examined performance agreements and templates that could form an agreement between WLMH and Niagara Region EMS. There are models and best practices also being review in the following jurisdictions and at the time, they include York, Peel and London-Middlesex.

December 17, 2020

To Niagara Region

Members of Regional Council,

On behalf of Hamilton Health Sciences (HHS), I would like to formally request that the Region of Niagara consider an appropriate contribution towards the local share of financing that is required by the Government of Ontario for the rebuilding of West Lincoln Memorial Hospital (WLMH).

A contribution of \$14 million from the Region would be central to the local financing required to build this important and long-overdue piece of new health-care infrastructure. This builds on the generous financial contributions already committed by Niagara residents, who value the expert care and services delivered at WLMH for the benefit of the region during the last 70-plus years. We're also grateful for the committed financial support of the Government of Ontario, and the municipalities of Grimsby, Lincoln and West Lincoln who have agreed to share the remaining costs of this vital project.

We appreciate your leadership on creating a healthy Niagara, and also your consideration of financial support for a new WLMH in the pursuit of that end. We look forward to working together to save and rebuild this important hospital.

Sincerely,



Rob MacIsaac
President and CEO



Town of Grimsby
160 LIVINGSTON AVE.
P.O. Box 159
GRIMSBY, ONTARIO
L3M 4G3

June 1, 2020

Kevin Antonides, Chair and
Pamela Ellens, Executive Director
WLMH Foundation Inc.
167 Main St. E.
Grimsby ON L3M 1P2

Dear Ms. Ellens and Mr. Antonides:

Re: Commitment in Providing a Local Contribution in the Rebuilding of West Lincoln Memorial Hospital

This is to confirm that at the May 19, 2020 Council meeting the following resolution was adopted with respect to the above matter:

WHEREAS Hamilton Health Sciences (HHS) has a critical and urgent need to rebuild West Lincoln Memorial Hospital (WLMH) in order to continue providing safe, high-quality hospital services for all residents of West Niagara;

AND WHEREAS Hamilton Health Sciences received approval from the Ontario government on December 19, 2019, to proceed to Stage 2 of the government's capital planning process for a new hospital in order to rebuild WLMH;

AND WHEREAS the Province of Ontario's cost share policy for hospital capital projects provides a provincial investment of 90% of the capital construction costs, conditional upon commitment from local fundraising partners to contribute both a 10% local share of financing for the capital construction cost, plus a 100% share of financing for the cost of all furniture, fixtures and equipment (FF&E) and any required parking infrastructure;

AND WHEREAS approval from the Ontario government to proceed with Stage 3 planning for the rebuilding of WLMH requires the timely submission by HHS of a financial plan in Stage 2 outlining the contributors to the local share of financing for the new hospital;

AND WHEREAS HHS is engaged in a dialogue with three west Niagara municipalities, Niagara Region and the WLMH Foundation to determine how the local area municipalities may assist with fulfilling the needed commitment to the local share of financing, and provide a commitment by June 1, 2020, in order to satisfy the Province of Ontario's requirements to proceed with the next stage of planning for a new West Lincoln Memorial Hospital;

AND WHEREAS the respective Chief Administrative Officers from Lincoln, West Lincoln and Grimsby, together with the Regional Chief Administrative Officer have had preliminary conversations on past practices of the Region in supporting hospital redevelopment projects;

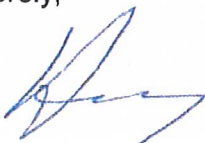
AND WHEREAS Councils' of the contributing municipal governments would like staff to further investigate, determine and finalize the financing model to fund, together with the WLMH foundation an estimated, collective \$60,000,000 contribution to the total required local share of financing towards the rebuilding of West Lincoln Memorial Hospital, with a commitment to provide the required funds to HHS upon substantial completion of construction of the new hospital:

THEREFORE, BE IT RESOLVED:

1. That the three local Municipalities, made up of the Towns of Lincoln and Grimsby and the Township of West Lincoln, together with the WLMH Foundation, hereby commit to providing an estimated contribution of \$60,000,000 to the capital project costs to be raised by the community for the rebuilding of West Lincoln Memorial Hospital; AND
2. That staff from the Towns of Lincoln and Grimsby and the Township of West Lincoln, in conjunction with the WLMH foundation, continue to have formal conversations with the Regional Municipality of Niagara to determine next steps and options for considerations pertaining to funding support from the Region; AND
3. That the Town of Grimsby CAO, report back to Council, by or before December 1, 2020 with further details, including the financing options and recommended financing models for the individual municipal contribution; AND
4. That the Town of Grimsby, in conjunction with the WLMH Foundation, continue to work with Hamilton Health Sciences on the next phase, Stage 3 and subsequent stages expeditiously to ensure the completion of the WLMH redevelopment.

If you have any questions or concerns regarding the above, do not hesitate to contact me at 905-309-2017.

Sincerely,



Harry Schlange, CAO



4800 SOUTH SERVICE RD
BEAMSVILLE, ON L0R 1B1

905-563-8205

May 26, 2020

Mr. Rob MacIsaac, CEO
Hamilton Health Sciences-King West
P.O. Box 2000
Hamilton, ON
L8N 3Z5

SENT VIA EMAIL: rob.macisaac@hhsc.ca

Dear Mr. MacIsaac,

RE: TOWN OF LINCOLN COMMITMENT IN PROVIDING A LOCAL FINANCIAL CONTRIBUTION TO REBUILD WEST LINCOLN MEMORIAL HOSPITAL

This is to confirm that at the May 25, 2020 Special Council Meeting for the Town of Lincoln, the following resolution was adopted with respect to the above noted matter:

That Report AD-02-20 be received for information; and

WHEREAS Hamilton Health Sciences (HHS) has a critical and urgent need to rebuild West Lincoln Memorial Hospital (WLMH) in order to continue providing safe, high-quality hospital services for all residents of West Niagara;

AND WHEREAS Hamilton Health Sciences received approval from the Ontario government on December 19, 2019, to proceed to Stage 2 of the government's capital planning process for a new hospital in order to rebuild WLMH;

AND WHEREAS the Province of Ontario's cost share policy for hospital capital projects provides a provincial investment of 90% of the capital construction costs, conditional upon commitment from local fundraising partners to contribute both a 10% local share of financing for the capital construction cost, plus a 100% share of financing for the cost of all furniture, fixtures and equipment (FF&E) and any required parking infrastructure;

AND WHEREAS approval from the Ontario government to proceed with Stage 3 planning for the rebuilding of WLMH requires the timely submission by HHS of a financial plan in Stage 2 outlining the contributors to the local share of financing for the new hospital;

AND WHEREAS HHS is engaged in a dialogue with three west Niagara municipalities, Niagara Region and the WLMH Foundation to determine how the local area municipalities may assist with fulfilling the needed commitment to the local share of financing, and provide a commitment by June 1, 2020, in order to satisfy the Province of Ontario's requirements to proceed with the next stage of planning for a new West Lincoln Memorial Hospital;

AND WHEREAS the respective Chief Administrative Officers from Lincoln, West Lincoln and Grimsby, together with the Regional Chief Administrative Officer have had preliminary conversations on past practices of the Region in supporting hospital redevelopment projects;

AND WHEREAS Councils' of the contributing municipal governments would like staff to further investigate, determine and finalize the financing model to fund, together with the WLMH foundation an estimated, collective \$60,000,000 contribution to the total required local share of financing towards the rebuilding of West Lincoln Memorial Hospital, with a commitment to provide the required funds to HHS upon substantial completion of construction of the new hospital:

THEREFORE, BE IT RESOLVED that the three local Municipalities, made up of the Towns of Lincoln and Grimsby and the Township of West Lincoln, together with the WLMH Foundation, hereby commit to providing an estimated contribution of \$60,000,000 to the capital project costs to be raised by the community for the rebuilding of West Lincoln Memorial Hospital;

That staff from the Towns of Lincoln and Grimsby and the Township of West Lincoln, in conjunction with the WLMH foundation, continue to have formal conversations with the Regional Municipality of Niagara to determine next steps and options for considerations pertaining to funding support from the Region;

That the Town of Lincoln CAO, report back to Council, by or before December 1, 2020 with further details, including the financing options and recommended financing models for the individual municipal contribution;

That the Town of Lincoln, in conjunction with the WLMH Foundation, continue to work with Hamilton Health Sciences on the next phase, Stage 3 and subsequent stages expeditiously to ensure the completion of the WLMH redevelopment.

CARRIED UNANIMOUSLY

If you have any questions, please contact Legislative Services, Town Clerk at extension 225.

Regards,

Julie Kirkelos
Town Clerk
jkirkelos@lincoln.ca

Cc: Sam Oosterhoff, M.P.P.
Aaron Levo, Hamilton Health Sciences, Vice-President
Ron Tripp, Niagara Region
Town of Grimsby
Township of West Lincoln
WLMH Foundation
WLMH Committee

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

May 26, 2020

Mr. Rob MacIsaac, CEO
Hamilton Health Sciences-King West
P.O. Box 2000
Hamilton, ON
L8N 3Z5

Dear Mr. MacIsaac,

Re: Commitment in Providing a Local Contribution in the Rebuilding of West Lincoln Memorial Hospital

This is to confirm that at the May 25, 2020 Council Meeting the following resolution was adopted with respect to the above noted matter:

WHEREAS Hamilton Health Sciences (HHS) has a critical and urgent need to rebuild West Lincoln Memorial Hospital (WLMH) in order to continue providing safe, high-quality hospital services for all residents of West Niagara;

AND WHEREAS Hamilton Health Sciences received approval from the Ontario government on December 19, 2019, to proceed to Stage 2 of the government's capital planning process for a new hospital in order to rebuild WLMH;

AND WHEREAS the Province of Ontario's cost share policy for hospital capital projects provides a provincial investment of 90% of the capital construction costs, conditional upon commitment from local fundraising partners to contribute both a 10% local share of financing for the capital construction cost, plus a 100% share of financing for the cost of all furniture, fixtures and equipment (FF&E) and any required parking infrastructure;

AND WHEREAS approval from the Ontario government to proceed with Stage 3 planning for the rebuilding of WLMH requires the timely submission by HHS of a financial plan in Stage 2 outlining the contributors to the local share of financing for the new hospital;

AND WHEREAS HHS is engaged in a dialogue with three west Niagara municipalities, Niagara Region and the WLMH Foundation to determine how the local area municipalities may assist with fulfilling the needed commitment to the local share of financing, and provide a commitment by June 1, 2020, in order to satisfy the Province of Ontario's requirements to proceed with the next stage of planning for a new West Lincoln Memorial Hospital;

AND WHEREAS the respective Chief Administrative Officers from Lincoln, West Lincoln and Grimsby, together with the Regional Chief Administrative Officer have had preliminary conversations on past practices of the Region in supporting hospital redevelopment projects;

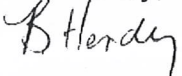
AND WHEREAS Councils' of the contributing municipal governments would like staff to further investigate, determine and finalize the financing model to fund, together with the WLMH foundation an estimated, collective \$60,000,000 contribution to the total required local share of financing towards the rebuilding of West Lincoln Memorial Hospital, with a commitment to provide the required funds to HHS upon substantial completion of construction of the new hospital:

THEREFORE, BE IT RESOLVED:

1. That the three local Municipalities, made up of the Towns of Lincoln and Grimsby and the Township of West Lincoln, together with the WLMH Foundation, hereby commit to providing an estimated contribution of \$60,000,000 to the capital project costs to be raised by the community for the rebuilding of West Lincoln Memorial Hospital; AND
2. That staff from the Towns of Lincoln and Grimsby and the Township of West Lincoln, in conjunction with the WLMH foundation, continue to have formal conversations with the Regional Municipality of Niagara to determine next steps and options for considerations pertaining to funding support from the Region; AND
3. That the Township of West Lincoln CAO, report back to Council, by or before December 1, 2020 with further details, including the financing options and recommended financing models for the individual municipal contribution; AND
4. That the Township of West Lincoln, in conjunction with the WLMH Foundation, continue to work with Hamilton Health Sciences on the next phase, Stage 3 and subsequent stages expeditiously to ensure the completion of the WLMH redevelopment.

If you have any questions or concerns regarding the above, do not hesitate to contact the undersigned at 905-957-3346 ext. 6725.

Sincerely,



Bev Hendry, CAO

Sam Oosterhoff, M.P.P.

Town of Lincoln

Town of Grimsby

WLMH Foundation

Aaron Levo, Hamilton Health Sciences, Vice-President

Ron Tripp, Niagara Region

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



Compassion in Action



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Achieving Ambitious Results

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



November 2, 2020

Dear Niagara Region Leaders,

On behalf of Hamilton Health Sciences (HHS), I would like to thank the Niagara Regional Council for your stated support for the rebuilding of West Lincoln Memorial Hospital (WLMH). Your considered contribution toward the local share of financing required by the province to advance this important project is very much appreciated.

WLMH has a longstanding and proud history of providing essential patient care to Niagara region. HHS is building on this history, by expanding the services and facilities of WLMH in partnership with the Government of Ontario, the municipal and regional governments of Niagara, and the citizens we serve together.

Niagara residents make more than 65,000 visits to WLMH annually for local access to emergency care, diagnostics, day surgeries, labour and delivery, and many outpatient clinics. These services are growing and will be expanded in the new hospital. Through this expansion, HHS is expanding the vital role WLMH plays in the healthcare system supporting Niagara Region, in partnership with Niagara Health, local family doctors and health practitioners.

The rebuilding of WLMH stands as a tangible example of the Government of Ontario's investment in a vision of integrated, high-quality, healthcare available close to home in communities and regions throughout the province. WLMH is a critical gateway for Niagara residents requiring the specialized medical care offered at tertiary hospitals in the Ontario West health service delivery region of Ontario Health. This includes the many unique services provided to residents of Niagara Region by Hamilton Health Sciences, such as cardiology & vascular care, pediatrics, trauma, burn care, neurology, as well as many highly-specialized treatments and surgical procedures for cancer. Some of these services are available at only a handful of hospitals in Ontario. WLMH provides an initial access point for Niagara residents, where the initial assessment and post-treatment follow-up for these life-saving procedures occurs. In this sense, WLMH brings unique medical expertise closer to home for Niagara residents who need it, when they need it.

Once operational, the new WLMH will also make many additional and valuable contributions to the regional healthcare system, such as:

- Doubling the available day surgical capacity, and expanding the variety of services and procedures provided, offering access in Niagara to top surgeons and other medical specialists from HHS.

- Increasing access to precise medical diagnostics, including vital cancer screening and CT scans. This will reduce the regional reliance on similar services at Niagara Health, and allowing more Niagara patients to access these services in their local community.
- Enhancing the family medicine teaching tradition at WLMH, which has long been a forerunner to the provincial government's connected care model. WLMH's integrated family medicine approach wraps services around the patient and provides seamless navigation throughout their care journey, both in the hospital and in the community.

HHS is grateful for the provincial government's investment to build a modern, state-of-the-art WLMH to help serve Niagara Region. We also appreciate the steadfast support and generous financial contributions committed to date by Niagara residents and the municipalities of Grimsby, Lincoln and West Lincoln. This has provided a very healthy start toward funding the local share of financing required to see this project to completion.

We trust you will also add the Region of Niagara to this list of sponsors, in recognition of the important and growing contribution made by WLMH for the healthcare system in Niagara Region.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rob MacIsaac', with a long horizontal flourish extending to the right.

Rob MacIsaac,
President & CEO, Hamilton Health Sciences

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. DeGroote 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,



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

Monday, January 4, 2021

To whom it may concern,

It is my pleasure to provide this letter in support of West Lincoln Memorial Hospital (WLMH).

WLMH frequently provides placement opportunities for our Practical Nursing students, particularly those students in the consolidation phase of their education. We look forward to continuing with this partnership which is of great benefit to our students and our community.

If you require additional information, please do not hesitate to contact me.

With kind regards,



Angela Butt, MN, RN
Associate Dean
School of Nursing and PSW Studies
abutt@niagaracollege.ca

ADDENDUM TO CASE FOR SUPPORT

TO: NIAGARA REGION, CORPORATE SERVICES & COUNCIL MEMBERS

FROM: WEST LINCOLN MEMORIAL HOSPITAL FOUNDATION

DATE: DECEMBER 7, 2020

ADDENDUM SUMMARY

Having reviewed the Boulevard Strategy Group Hospital Funding Research Policy Report we submit that our request for support meets and exceeds the criteria for funding as outlined in the Boulevard Strategy Group Report, as well as the items noted in Option # 6 – Hybrid Model. The following Table demonstrates how the criteria are met:

	Criteria Item	Reference
<input checked="" type="checkbox"/>	Total Regional contributions available for each hospital funding request are consistent with the past precedent; 21 % of the planned local share	Page 3
<input checked="" type="checkbox"/>	Regional components of WLMH clearly demonstrate evidence of regional benefit – Economic and Social	Page 4 to 6
<input checked="" type="checkbox"/>	Regional components of WLMH clearly demonstrate evidence of regional benefit – Healthcare	Page 6 to 9
<input checked="" type="checkbox"/>	The request is part of the annual budgeting process as per policy; the request does not exceed 25% of the local share or 7.5% of project costs	Table on page 3
<input checked="" type="checkbox"/>	The support by the Region of \$ 14 M can be budgeted over the long term as per Option #3	See page 21 of Blvd Report
<input checked="" type="checkbox"/>	As per the policy framework we have provided detailed information in our Case for Support and in this Addendum; as a response to the guiding principles	Pages 3 to 9
<input checked="" type="checkbox"/>	Principle 1 – Fairness and equity across the twelve municipalities	Page 3
<input checked="" type="checkbox"/>	Principle 2 – Financial certainty and predictability for annual and long-term capital and operating budgets at Niagara Region	Page 3 to 4
<input checked="" type="checkbox"/>	Principle 3 – Demonstrated benefit for all Niagara residents	Page 4 to 8
<input checked="" type="checkbox"/>	Principle 4 – Alignment with Niagara Regional goals and priorities	Page 9
<input checked="" type="checkbox"/>	Principle 5 – Regional contribution as a component of a larger community-wide effort	Page 9

The WLMH funding request also meets the following funding criteria as found on page 23 of the Boulevard Strategy Report:

- ☒ The request is from the organization directly responsible for project delivery and a formal presentation was made to Corporate Services Committee on Nov. 9, 2020. A formal letter will be submitted as well.
- ☒ The request provides evidence of regional benefit
- ☒ Our submission explains how the project advances Niagara Region's goals and priorities
- ☒ Our submission provides detail regarding financial contributions and how the project is funded in collaboration with all levels of government and the community
- ☒ The project is approved by the provincial government and is supported with a minimum of 70% provincial funding commitment
- ☒ The community fundraising exceeds the Niagara Region's contribution
- ☒ The project is located within the municipal boundaries of the Niagara Region
- ☒ Recognition for regional contributions will be communicated as part of the project

INTRODUCTION

Further to our submission of the Case for Support to Corporates Services in November, 2020 and our presentation to the Committee, we would like to provide an addendum of information outlining how our request for support aligns with the guiding principles in the framework document for the new hospital funding policy.

As outlined in our case, in the year of late 2024 or early 2025 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 request that the Region be a partner in the local financial contribution in the amount of \$ 14 million towards a significant regional asset.

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 on patients, families and caregivers, in an effort to provide care close to home.

WLMH is a vital resource for the health care system and for achieving healthy communities. The new build is critical for offering integrated, safe hospital services, close to home for the projected 674,000 residents of the Niagara Region. On average 85 % of patients utilizing inpatient services by WLMH are Niagara Region residents. A small number of patients reside outside Niagara and they are attributable to tourism, travel and/or work-related injuries. This is comparable to every other hospital in Niagara Region.

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. Patients need all levels of this system for cradle to grave healthcare; traversing these levels as needed for diagnostics, treatments, surgeries, palliative care at home or in the hospital. It is a shared care approach. The following story is about Jane, it's fictional but real to many. Through this story we hope to demonstrate this shared care approach which is provided in Niagara. This example can also be applied to other diagnoses:

Example of Integration of Healthcare

- *Jane is 50 years of age and makes a regular annual visit to her family physician, her family physician recommends she start having mammograms.*
- *Jane visits WLMH where she receives a mammogram and it's a good thing she does as an irregularity is detected and based on the results a biopsy is recommended.*
- *Jane's biopsy is performed at WLMH and the pathology report suggests a more aggressive form of cancer and she is referred to an oncologist who works in Niagara's Health's Walker Family Cancer Centre.*
- *The oncologist at Niagara Health recommends surgery to perform a mastectomy.*
- *Surgery is performed at the Juravinski Cancer Centre in Hamilton, a specialized centre of care. Recovery care is provided until Jane is stable enough to return to WLMH.*
- *Jane returns to WLMH where she can recover more fully closer to home. Repatriation of patients to WLMH helps provide space for more acute patients needing specialized care.*
- *Post-surgical follow up occurs with her family doctor in collaboration with her surgeon at Juravinski and her oncologist at the Walker Cancer Center and further chemotherapy treatments are administered at the Walker Cancer Centre.*

- Follow up care is provided through clinical services at WLMH including the option for breast reconstructive surgery.
- Jane's journey demonstrates how healthcare partners are increasingly working together to better connect services without geographic boundaries.

Example of Alleviating Wait Times - Surgical

- Andy is 49 years of age and loves to play hockey recreationally with his league in Niagara Falls; during one evening's game he suffered a wrist injury.
- The injury was affecting Andy's ability to work well. The family physician recommended surgery as soon as possible but wait times were lengthy at NHS according to reported wait times.
- His family physician recommended that he be referred to a surgeon at WLMH; should an opening for his type of surgery occur.
- Surgery was performed at WLMH, creating openings for more complex surgeries to occur within the NHS hospital system.

GUIDING PRINCIPLES IN FUNDING POLICY

Utilizing the guiding principles found in the Niagara Region Hospital Funding Research and Policy Report prepared in October 2020 by Boulevard Strategy Group, the following can be expanded upon from information found in our Case for Support.

☑ FAIRNESS AND EQUITY ACROSS THE TWELVE LOCAL MUNICIPALITIES IN NIAGARA

- WLMH is located in the Niagara Region, benefiting 65,000 residents of the Niagara Region annually.
- A small number of patients reside outside Niagara and they are attributable to tourism, travel and/or work-related injuries. This is comparable to every other hospital in Niagara Region.
- All patient care should be valued equally; no matter what healthcare they require. Each hospital is integral to providing connected healthcare for all patients, families and caregivers in the Niagara Region; a system designed by Ontario Health.
- **Regional Council's decision for funding the St. Catharines site was made based upon what was known at the time of the request; a \$100 M local share. It would seem fair that a decision for supporting WLMH should be considered in an equal manner; at 21% of the current local share.**

Comparison item	NHS St. Catharines site	WLMH
Local share *	\$100 M x 21% = \$21 M	\$60 M x 21% = 12.6 M
Project cost *	\$759 M	\$200 M
% of project cost to local share	13%	30%
Foundation fundraising goal per capita based on request	\$25 M goal - \$128.21	\$20 M goal - \$283.33
*As reported in Boulevard Strategy Group Report, October 2020		

☑ FINANCIAL CERTAINTY AND PREDICTABILITY FOR ANNUAL AND LONG-TERM CAPITAL AND OPERATING BUDGETS AT NIAGARA REGION

- Our request for support can be amortized over a number of years and the full project payment can be made at the completion of construction in early 2025; therefore creating predictability for budget purposes.

- Various operational budgets for the Niagara Region may be impacted due to the programs supported by WLMH including Regional EMS and long term care and these should be considered. The efforts of the Niagara West Palliative Care Team alleviate emergency calls as well as their efforts to keep patients in home longer.
- Pre-COVID off load delays which included 18,000 hours in 2018 (as per NEMS reports) will potentially be alleviated and in any event greater predictability for budgeting purposes will be created as a result of our increased services in Emergency Services.

DEMONSTRATED BENEFIT FOR ALL NIAGARA RESIDENTS – ECONOMIC & SOCIAL

- Rural hospitals are often one of the largest providers of high-skilled and higher wage employment in many rural communities. When there is a thriving and modern hospital system, alongside healthy employment levels, the demand for schools, housing, transportation, and other services go up across the surrounding rural and urban communities.
- WLMH continues to play a significant role as an anchor institution for Niagara West’s Local Area Municipalities (LAMs) and has become a strong component of the economic engine of our communities. The proposed development of a new WLMH will be a major source of continued economic activity throughout West Niagara, ensuring a prosperous and sustainable future.
- The following economic statement provides an estimation of the economic impact that will arise from the proposed development and construction of the WLMH, as well as future employment, both direct and indirect, into the future. Estimates of the economic impact have been derived using Statistics Canada’s Input-Output multipliers at the provincial and National detail level. The model is used to provide the economic impact that will accumulate from the investment in the development of healthcare (hospital) infrastructure for the WLMH proposed redevelopment based on a construction budget of \$200 million.
- It is important to note that the data gathered from Statistics Canada’s Input-output total multiplier effect is comprised of the Direct, Indirect, and Induced economic impacts from a particular amount of output. A definition of each type of impact is provided below:
 1. **Direct impacts** are those economic impacts generated by the industry in question and can be observed through an analysis of an industry’s employee base, payroll, taxes paid and the difference between the value of sales and purchased inputs.
 2. **Indirect impacts** are those economic impacts generated by suppliers further-up the supply chain. These expenditures ultimately result in income to labour, income to businesses or governments, or in the import of a good or service from another jurisdiction.
 3. **Induced impacts** are the direct and indirect impacts that result from the subsequent spending by employees of their wages and salaries. This includes spending by employees both within an industry and within its upstream supplier base.
- For the purposes of this analysis, the Statistics Canada model uses the North American Industry Classification System (NAICS) 622–Hospitals to measure the impacts of Hospital infrastructure investments.
- The economic impact of the \$200 million WLMH development on the economy is summarized in the table below.

Table 1: Summary of Economic Impacts of WLMH Investment

Summary of Economic Impacts			
Economic Impacts	Ontario	Rest of Canada	Canada
GDP Impact	\$ 176 M	\$ 20 M	\$ 196 M
Labour Income	\$ 120 M	\$ 11 M	\$ 131 M
Jobs (No.)	1568	154	1722
Government Revenues	\$ 23 M	\$ 2 M	\$ 25 M
Total Gross Output	\$ 331 M	\$ 39 M	\$ 370 M

Source: Estimates from Statistics Canada Input-Output Model

According to Statistics Canada's Input-output model and its total multiplier effect estimates the \$200M development proposal of the WLMH is anticipated to:

- contribute \$176 million to Ontario's GDP, while allocating \$20 million to other provinces to contribute a total of \$196 million to Canada's GDP
- support the creation of 1,568 jobs, generating a total of \$120 million in labour income for Ontario. In Canada as a whole, the project will produce 1,722 jobs and generate \$131 million in total labour income.
- create \$23 million in government revenues in Ontario from taxes on products and production collected by the municipal and provincial governments. In total the Government of Canada will collect \$25 million in revenues. Determining the economic impacts and spin-offs at the regional level is not possible utilizing the Statistics Canada tool.
- generate a total Gross Output of \$370 million in Canada, of which \$331 million will be generated in Ontario.

It is important to note that the economic impacts outlined in Table 1 are in 2020 dollars and are subject to change based on annual inflation rates.

- The proposed development of the WLMH in West Niagara is also likely to spur adjacent development on surrounding lands within the three local area municipalities. The economic impacts associated with the development of surrounding properties are not included in the scope of this analysis. Instead, these ancillary impacts should be considered as future value-added impacts that will further stimulate the Niagara economy.
- With West Niagara's increasing population and despite the decades of efforts to redevelop the almost 80 year old WLMH, our local hospital can no longer sustain West Niagara's healthcare needs.
- With the Region's contribution, the \$200M investment will encourage the development of 300+ highly skilled medical science jobs and 200 full-time construction jobs for the duration of the multi-year build period, catalyzing almost immediate positive impact on the region's economic and social status. These highly skilled jobs will result in local spending and spur additional business development along the Grimsby-Lincoln-West Lincoln corridor.
- WLMH is an educational training ground for medical professionals and healthcare providers which results in the recruitment and retention of medical professionals and healthcare providers for our entire Region. More detail regarding the medical professionals can be found below.

- The long-term care facility, Deer Park Village and the palliative care facility, McNally House are on the same property of WLMH. Together these three facilities provide collaborative support for the health care needs of the population.
- The outpatient mental health services of WLMH will provide care to over 10,000 patients annually.
- WLMH is a family-physician supported hospital which has far reaching impact. This model provides local family physicians with broad clinical exposure and support, allowing them to provide inpatient care, emergency care, palliative care and obstetrical care. Local family physicians are uniquely able to provide very experienced, competent, community medical care that lessens the need for referrals or emergency room visits within the Niagara Region by providing services in their clinics and through home-based care.

☑ DEMONSTRATED BENEFIT FOR ALL NIAGARA RESIDENTS – HEALTHCARE

- 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.

SOME MAIN FACTORS THAT AN EXPANDED WLMH WILL PROVIDE:

- Reduce overwhelming wait times in Niagara Region: Diagnostics, Day Surgeries, Procedures
- Alleviate Regional EMS and hospital emergency care – WLMH Emergency Services is a critical part of Regional EMS
- Support patient flow in hospitals by making beds available for specialized care – WLMH is a vital gateway to specialized services in tertiary hospitals in Niagara Region and Hamilton
- Supports the palliative care needs of residents in the Region – WLMH is located in campus of care. West Niagara's Palliative Care Team is focussed on keeping patients in home longer, being cared for by their family physician. This focus alleviates health care facilities (hospital, hospice and long term care).
- WLMH provides another option for expecting families: maternal and newborn services
- Without WLMH patients from the mental health clinical services (27 per day) would need to be absorbed elsewhere at Niagara health sites.

SOME SPECIFIC FACTORS THAT AN EXPANDED WLMH WILL PROVIDE:

- **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 current annual volumes of over 1,100 scans would need to be absorbed elsewhere. Our capacity in 2024/25 for CT scans volumes will be 7,500 per year or 20 per day. 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. Our anticipated volumes will be 4,000 per year (11 per day) in 2024/25.

- **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 (55 per day) residents annually would require care elsewhere.
 - The family physician model of care helps alleviate use of emergency services.
 - 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. Outpatient surgical services include orthopedic, urology, gynecology, gastroenterology, dental, general, breast and plastic surgery.
 - **Impact on Niagara Region:** Over 6,500 surgeries are projected for 2024/25 (18 per day), without WLMH wait times for these services and procedures would increase significantly. Our surgical services will help alleviate wait times and give more capacity to NHS hospitals for complex surgeries.
- **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 (27 per day) 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.
 - Projections indicate that we will be serving close to 15,800 (43 per day) palliative care patients in Niagara
- **Retention of Medical Professionals**
 - **At WLMH:** WLMH is one of the teaching sites for the Niagara Regional Campus of McMaster University's Michael G. DeGroote School of Medicine, supporting the medical training of undergraduate MD students and postgraduate resident physicians. WLMH also supports the training of nurses, physician's assistants, physiotherapists, occupational therapists and other allied health care professionals.
 - **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 and specialist care as well as allied health care professionals 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.
 - 18% of all undergraduate students who have completed their studies (done residency) have returned to practice in the Niagara Region.
 - 50% of all undergraduate students who have completed their studies have become and practice in Niagara are also appointed faculty.
 - 52% of all family medicine residency graduates have set up practice in the Niagara Region.
 - 41 of the faculty are from WLMH.
- **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.

☑ ALIGNMENT WITH REGIONAL GOALS AND PRIORITIES

- Priority 1 - Supporting Businesses and Economic Growth
 - Economic and business growth will be a great benefit to the surrounding area of WLMH which is outlined on pages 4 and 5 of this document. This growth is very much aligned with the Region's goals and priorities.
- Priority 2 - Healthy and Vibrant Community
 - The Mental Health Services provided in the hospital help fill an especially important need in Niagara and it will ultimately help achieve one of the Region's strategic objective to invest in mental health. One of the anticipated outcomes being to reduce repeat Emergency Services visits.
 - The new build of WLMH will contribute to increasing access to health and health equity in community infrastructure design.
 - Long term care is provided on the WLMH campus and this Regional asset receives value by being part of this campus of care; an anticipated outcome is benefiting the community at large with long term care provided by the Region.
- Priority 3 – Responsible Growth and Infrastructure Planning
 - A Niagara Region contribution to the WLMH would support the funding of responsible infrastructure projects. The new build is an infill location requiring no major infrastructure requirements from the Niagara Region.

☑ REGIONAL CONTRIBUTION PART OF A COMMUNITY WIDE-EFFORT

- Supporting the new build of WLMH through a regional contribution will be part of a broader effort within Niagara to raise the community local share as part of the Foundation's \$ 60 million capital campaign.

WLMH Hospital Project		Total	\$200,000,000
Funding Partner	% of project	Portion Amount	
Ontario - Provincial	70 %	\$	140,000,000
Municipal (Grimsby, Town of Lincoln and Lincoln)	13 %	\$	26,000,000
WLMH Foundation	10 %	\$	20,000,000
Niagara Region	7 %	\$	14,000,000

- In late 2018, over 20,000 signatures were gathered within 10 days from the public demonstrating the support of the wider community for saving and building the new WLMH. This petition for support was demonstrated to the provincial government and since that time this project has been moving forward at a fast pace.