



# Our Future

March 7, 2024



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# Our Discussion

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Transforming How we Work

- **One of Ontario's largest community hospital systems**
- **7,300+** staff, physicians, students and volunteers
- **\$693-million** annual operating budget
- **Busiest Emergency Department** in the Hamilton-Niagara-Haldimand-Brant (HNHB) region
- **Fifth-most beds in operation** of large community hospitals in Ontario
- **Highest number of day surgeries** and inpatient surgical cases in the HNHB region
- Niagara has **the third-highest older adult population** in Canada
- Niagara residents have **higher rates of chronic conditions** than the provincial average



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# Patient Care By the Numbers 2022/2023

## Inpatient



## Surgical Cases



## Care Provided



## Visits



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## Primary Care (Family Doctor, Nurse Practitioner, Walk in Clinic)

- First point of non-emergent care

## Home and Community Care

- Support for those who require care in their home, at school or in the community

## Long Term Care

- 24/7 nursing care and supervision, primary medical care, and help with daily activities

## Community Health Centres

- Primary care services and health promotion programs

## Niagara Region Public Health

- Health promotion and disease prevention programs

## Niagara Emergency Medical Services (EMS)

- 24/7 pre-hospital care and transportation for individuals experiencing emergency injury or illness

## Hospital (Niagara Health)

- Emergent, specialized, critical and surgical care (acute care services)



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## Community pressures in Niagara impacting hospital operations:

### 1. Shortage of primary care providers

- *Niagara is short 81 family physicians resulting in 140,000+ unattached patients*

### 2. More than 100 (Alternate Level of Care) patients due to:

- **Lack of Long-Term Care capacity** within the region to transfer patients out of hospital.  
*Niagara is short 400 long-term care beds*
- **Lack of Home and Community Care capacity**

### 3. Increase in patients seeking mental health care

- *In the past decade, NH has seen a 33% increase in patients seeking mental health care in our emergency departments with mental health care accounting for 9% of all emergency department visits*



## Team Shortages



## Disconnected Care



## Outdated Infrastructure



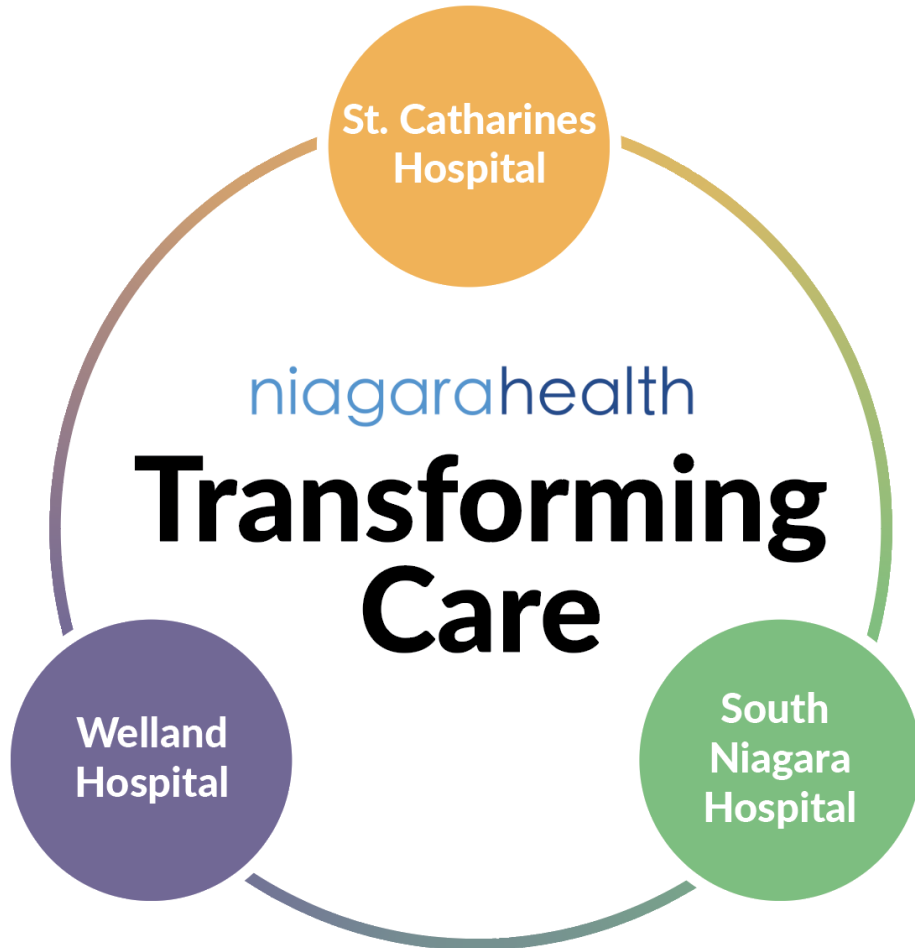
## Limited Physical Capacity

- Over 400 staff vacancies (*as of January 2024*)
- Challenges in recruiting RNs, RPNs, PSWs, Medical Imaging Technologist
- Physician shortages including (Emergency Department, Anesthesiologist, GIMs)

- Paper records and outdated electronic systems
- Lack of specialty care across sites
- Limited opportunity to grow research and academic partnerships
- Confusion on where to go for care in Niagara

- Welland Site opened in 1960
- Niagara Falls Site opened in 1958
- Port Colborne Site opened in 1952
- Fort Erie Site opened in 1931

- South Niagara Hospital will create:
- 74% more capacity for MRI tests
  - Accommodate 7,400 more senior wellness visits
  - Add 156 more beds for the region
  - 12 additional hemodialysis stations



Transforming our hospitals and how we deliver care means patients will receive **specialized care** from the best clinical experts, including:

- Women & Babies
- Cancer
- Cardiac
- Kidney
- Mental Health & Addictions
- Complex Care
- Stroke
- Wellness in Aging
- Eye Care



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What this means for  
**patients and families...**

State-of-the-Art Hospitals  
Specialized and Seamless Care

Best Clinical Experts

More staff & physicians due to improved  
recruitment and retention



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**What this means for  
physicians and  
staff...**

State-of-the-Art Hospitals  
Centres of Excellence  
Improved Communication and  
Support  
Consolidated Resources  
Improved Recruitment and Retention  
Working toward WELL<sup>®</sup> Certification



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What this means for  
**our community...**

State-of-the-Art Hospitals  
Specialized and Seamless Care

Local and Onsite Care

Collaborative and Supportive Environment



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# The Road Ahead



**The Marotta Family  
Hospital**  
(St. Catharines Hospital)  
Completed in 2013



**South Niagara  
Hospital**  
Construction started  
in 2023



**Welland  
Hospital**  
Target completion is TBD  
*\*In planning grant phase*



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Transforming Care

# South Niagara Hospital

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- Adding an additional 156 beds to the region.
- We will be better able to retain and recruit staff and physicians as well as keep pace with advancements in care and technology.
- **Regional centres of excellence** in Stroke Care, Wellness in Aging, and Complex Care.
- **Full scope of acute care services** – Emergency Department, Intensive Care Unit, mental health and addiction services, surgery, kidney care, diagnostics and much more.
- Use of building materials that **limit the spread of infection.**
- **100% private accommodation.**
- **Aiming to be first WELL-certified hospital in Canada.**





## Niagara Falls Hospital

- Programs and services transitioned to South Niagara Hospital
- Site gifted to the City of Niagara Falls



## Fort Erie Site

- Programs and services transitioned to South Niagara and Welland Hospitals
- Transition to primary care
- Future of site to be determined by municipality



## Port Colborne Site

- Programs and services transitioned to South Niagara and Welland Hospitals
- Transition to primary care
- Future of site to be determined by municipality

**We understand this plan includes transitioning and reorganizing services.  
We are committed to ensuring all residents of Niagara have access to high-quality care.**

## **Providing more care closer to home**

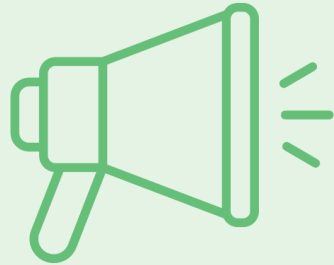
- Emergency care integrated with other acute services – fewer transfers
- New South Niagara Hospital brings emergency care 6 minutes closer to Fort Erie

## **Engaging with the communities on the future of the sites**

- Working with the community to determine how we can best utilize the Fort Erie and Port Colborne sites to close gaps in care

## **Advocating in partnership for more health care services**

- Fort Erie and Port Colborne are underserved when it comes to primary care – primary care that could fill the gap of transitioning urgent care
- Working with OHT and Mayors to expand access to primary care, mental health care, diagnostic imaging and other services
- Recent investment in primary care teams in Niagara through the Niagara Ontario Health Team - Équipe Santé Ontario Niagara



STEP 1

## Educate and Inform

September 2023 to  
February 2024



STEP 2

## Engage

(Feedback and input on planning)

February 2024 to  
May 2024



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As we continue on our journey to transform health care in Niagara, we will be starting public community engagement to provide information and updates on our future plans for a three-site hospital system.



**Online:** March 12 @ 9 a.m. Community Virtual Webinar *(recorded for future viewing)*

Do you have a question you would like answered at an upcoming community engagement event?

Let us know! [engage@niagarahealth.on.ca](mailto:engage@niagarahealth.on.ca)



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## In-Person Community Engagement

<b>March 19</b> <b>@ 6:30 p.m.</b>	Fort Erie Leisureplex Banquet Hall 3 Municipal Centre Dr, Fort Erie	<b>April 15</b> <b>@6:30 p.m.</b>	Niagara-on-the-Lake Community Centre 14 Anderson Ln, Niagara-on-the-Lake
<b>March 21</b> <b>@ 6:30 p.m.</b>	Port Colborne Vale Health and Wellness Centre Golden Puck Room 550 Elizabeth St, Port Colborne	<b>April 16</b> <b>@6:30 p.m.</b>	Welland International Flatwater Centre Celebration Hall 16 Townline Tunnel Rd, Welland
<b>April 4</b> <b>@6:30 p.m.</b>	Meridian Community Centre Dr. Gary & Mall Accursi Room A 100 Meridian Way, Fonthill	<b>April 23</b> <b>@6:30 p.m.</b>	Gale Centre Arena - Memorial Room 5152 Thorold Stone Rd, Niagara Falls
<b>April 9</b> <b>@6:30 p.m.</b>	St. Catharines Merritton Community Centre 7 Park Ave, St. Catharines	<b>May 27</b> <b>@6:30 p.m.</b>	Fleming Memorial Arena - Rooms B, C and D 5020 Serena Dr, Beamsville



# How You Can Help: Dangers of Misinformation

The spread of inaccurate information is **potentially dangerous** and can result in a **public safety issue**. To characterize Urgent Care Centres as Emergency Departments is **unsafe**. Urgent Care Centres are not equipped to provide emergency care and anyone in those communities experiencing an emergency will have their lives put at greater risk if they go to an Urgent Care Centre rather than an Emergency Department. **Everyone must be accountable to ensure Niagara residents have accurate information when it comes to health care.**

**We implore you to correct misinformation heard in your communities.**  
**You could save lives.**

“Can you imagine going to an emergency room after you had a heart attack and you get there and it’s closed and you have to go on to the next place and the next place?” he said Saturday.

Happy Family Day Fort Erie: Family is one of the reasons it's so important to have Douglas Memorial Urgent Care open 24/7 so we can take care of any emergencies that arise through the middle of the night. Come out to the Leisureplex today between 12 and 1:30 or Crystal Ridge Arena between 2 and 3:30 to to sign the petition or letters to Save our Urgent Care!!



Like



Comment



Share



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We are looking forward to **partnering** with Regional Council.

Being a partner means:

- **Understanding the vision** for the future hospital system
- **Sharing information** with your communities on engagement opportunities
- **Participating** in future engagement events
- **Advocating** to address gaps in primary care, mental health, home care, long-term care, etc.



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Learn more about  
our future plans



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# Community Toolkit



Thank you for your time



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# Appendix



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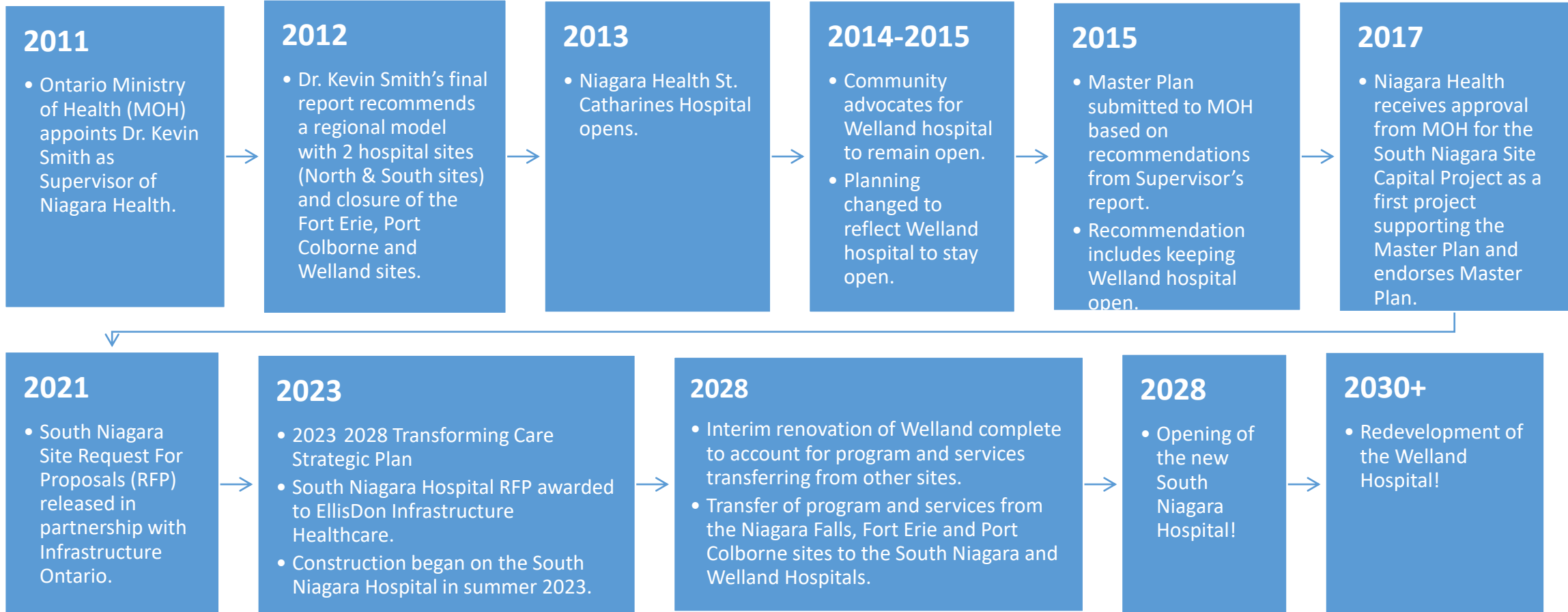


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# Niagara Health's Master Plan Journey



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# Regional Three-Site Hospital System

## ST. CATHARINES HOSPITAL SITE



Emergency Medicine  
Critical Care  
General Surgery  
Outpatient Clinics & Surgical Services  
Diagnostic Imaging & Laboratory  
Children's Health  
Kidney Care  
Administration

### CENTRES OF EXCELLENCE

Women & Babies  
Cancer  
Cardiac  
Mental Health

1 Million square feet  
428 Beds

## SOUTH NIAGARA HOSPITAL SITE



Emergency Medicine  
Critical Care  
General Surgery  
Outpatient Clinics & Surgical Services  
Mental Health & Addictions  
Diagnostic Imaging & Laboratory  
Kidney Care  
Joint Care  
Indigenous Healing  
Administration

### CENTRES OF EXCELLENCE

Complex Care  
Stroke  
Wellness & Aging

1.3 Million square feet  
469 Beds

## WELLAND HOSPITAL SITE



24/7 Emergency Services  
8-10 Observation Beds  
Complex Care Beds  
Outpatient Clinics & Surgical Services  
Mental Health & Addictions  
Diagnostic Imaging & Laboratory  
Kidney Care  
Administrative Hub

Residential Addictions  
Treatment Centre  
Long Term Care  
**CENTRE OF EXCELLENCE**  
Eye Care

Proposed programs and services for Welland are based off approved plans for the South Niagara Hospital.

Further staff and community engagement is required to submit a proposal to the Ministry of Health for the Welland hospital site.



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