

Ernie Hardeman, MPP

Chair, Standing Committee on Finance and Economic Affairs

Dear Mr. Hardeman,

Thank you for inviting us to present to the Standing Committee on Finance and Economic Affairs.

St. Mary's General Hospital and Grand River Hospital have completed a joint pre-capital submission to build an updated, an updated hospital system in Kitchener-Waterloo.

Through this project we have an opportunity to meet the future health care needs of our growing community and support the innovation and economic growth of our cities. To enable this, we are requesting the inclusion of a Capital Planning Grant for this project in the 2022 Ontario budget.

Population change, capacity constraints, and the physical infrastructure of our facilities has created an immediate need for facility renewal in Kitchener-Waterloo (KW). Together, we are proposing a jointly operated hospital system including a new acute care campus as well as repurposing and renovating existing infrastructure.

Our region is among the fastest growing in Ontario. In the next 20 years, KW is expected to grow in population by almost 50 per cent to over 840,000 people with those over 75 expected to grow by almost 170 per cent. Our hospitals do not just serve the residents of KW but also the broader Waterloo-Wellington region through our regional programs such as cardiac, cancer, renal and stroke. By 2046, almost 2 million Ontarians will be accessing health services at our hospitals.

Our two hospitals are at risk of being the next centre of "hallway healthcare." Every day we have patients in our Emergency Departments waiting for a bed. Prior to COVID-19 our inpatient units regularly operated over 100 per cent capacity with our general medicine beds at 111 per cent capacity on average (2016-2018). Based on 20-year projections, our region is well above the Ontario average for acute inpatient hospital demand.

To compound the issue, the "best before date" on our aging facilities is rapidly approaching. Through COVID - even with additional funded beds - it became even more apparent we do not have the infrastructure needed to serve our growing community. Our hospitals are not designed to serve the needs of our growing community in 2022 and beyond. Segments of St. Mary's General Hospital are 97 years old, and half of our facilities are over 50 years old.

Updated health infrastructure will also help attract, retain and grow employers and investments in a region critical to the province's broader economic growth strategy. As a region known for technology and innovation, new health infrastructure will be an asset for companies and global talent looking to call our community home.

It has been the strength of collaboration and community has carried us through the worst days of the pandemic. That same community of local business owners, health system partners, and global companies located in KW are looking for a solution to future health pressures – and that solution is a joint capital project.

We are asking that government support this project and be a partner in the development of needed health infrastructure in Kitchener-Waterloo.

Sincerely,



Ron Gagnon
President and CEO, Grand River Hospital



Lee Fairclough
President, St. Mary's General Hospital

JOINT CAPITAL SUBMISSION FOR KITCHENER- WATERLOO

January 24, 2022



AGENDA

01 WHO WE ARE

02 THE NEED IN K-W

03 SOLUTION

Who We Are

UNIQUE HISTORIES, INTEGRATED PATIENT CARE

ST. MARY'S GENERAL HOSPITAL

- ✓ 119, 919 patient visits
- ✓ 42, 436 Emergency Department visits
- ✓ 17, 348 surgical procedures
- ✓ 1,647 staff, 300 learners, 300 volunteers
- ✓ Regional Cardiac Centre
- ✓ Regional Chest Program
- ✓ Regional Specialized Ophthalmology
- ✓ Member of the St. Joseph's Health System

A LONG HISTORY OF PARTNERSHIP & COLLABORATION

- ✓ Partners for 20 years
- ✓ 690 medical staff across both sites
- ✓ Sharing services such as lab and pharmacy
- ✓ Together we provide 82% patient care services in the community
- ✓ Leaders in the development of the KW4 OHT
- ✓ Implemented one health record for each patient available to all members of a patient's care team at GRH and SMGH

GRAND RIVER HOSPITAL

- ✓ 214,480 patient visits
- ✓ 59,116 Emergency Department visits
- ✓ 14,225 surgical procedures
- ✓ 4,133 births
- ✓ 665 beds
- ✓ 4,094 staff, 1,000 learners, 600 volunteers
- ✓ Regional Cancer Centre
- ✓ Regional Stroke Centre
- ✓ Regional Renal Program
- ✓ Complex Continuing Care, Rehab and Specialized Mental Health Services

* 2020/21 data

The K-W Community



‘SILICON VALLEY NORTH’

- World-class tech hub, Canada’s largest robotics and automation cluster and a substantial manufacturing community.
- Cutting-edge partners such as Communtech and the Medical Innovation Xchange



POST-SECONDARY INSTITUTIONS

- Three leading colleges and universities - University of Waterloo, Wilfrid Laurier University and Conestoga College (e.g., University of Waterloo & Conestoga College)
- Programs are at the forefront of many health-care centres in Canada.



ECONOMIC GROWTH DRIVER

- Attracting global business and talent.
- Creating jobs of the future.
- Location provides easy access to domestic and international markets.



**St. Mary's General Hospital
and Grand River Hospital are
part of the KW4 OHT**

Thank you for supporting the K-W Region

During trying times due to the COVID-19 pandemic, the Government continues to invest in the Kitchener-Waterloo region, easing capacity burdens and improving patient care with essential services.

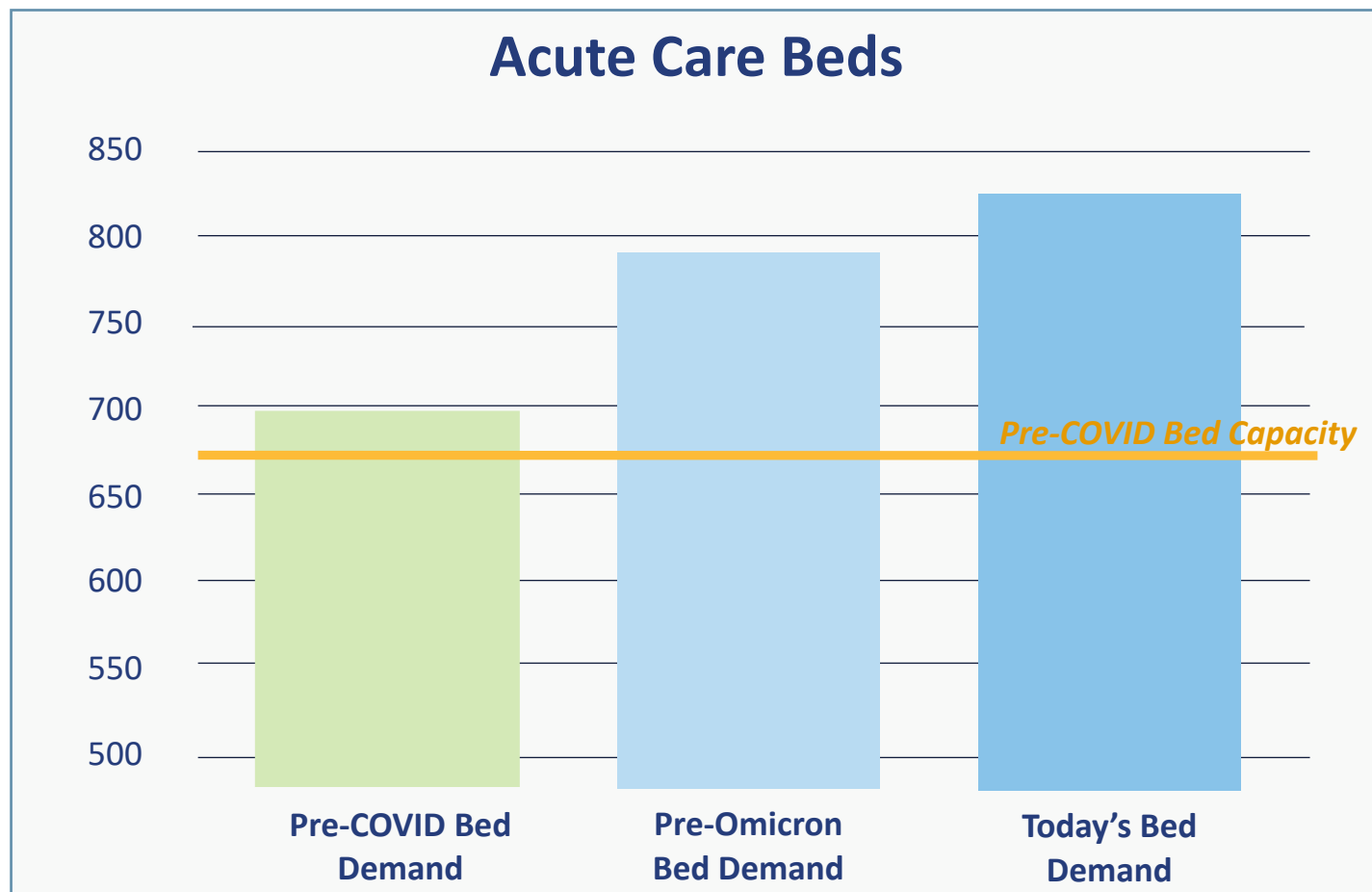
THANK YOU!

- ✓ New **MRI machines** at Grand River Hospital and St. Mary's General reducing patient transfers and improving access to care.
- ✓ Increasing capacity with over **250 new beds** in Waterloo Wellington since the beginning of the pandemic.
- ✓ Building **three new long-term care homes**, funding **364 new long-term care beds** and upgrading **84** more.
- ✓ Investing **\$24 million** for research into the Perimeters Institute in Waterloo, \$2.2 million through the Regional Development Program, and \$60.7 million for transit projects in the region.

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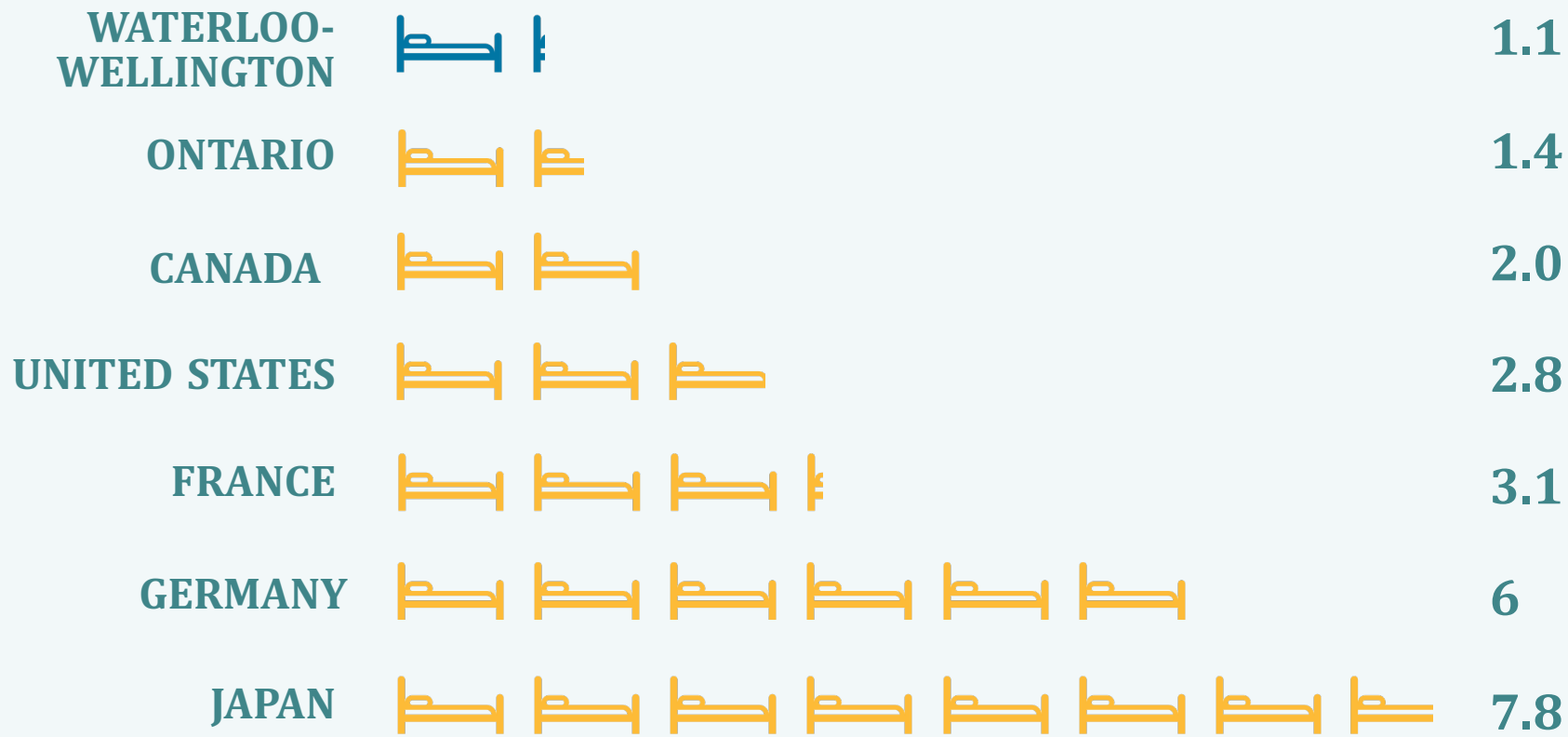
THE NEED IN KITCHENER-WATERLOO

Operating Over Capacity



- Prior to the additional capacity pressures of COVID-19, SMGH and GRH regularly operate well above 100% capacity daily
- Current demand for services would not be met with pre-COVID bed capacity
- Hallway healthcare is an everyday reality at our sites
- Despite reduced bed demand due to postponed surgery, we remain significantly over our pre-COVID 19 capacity.

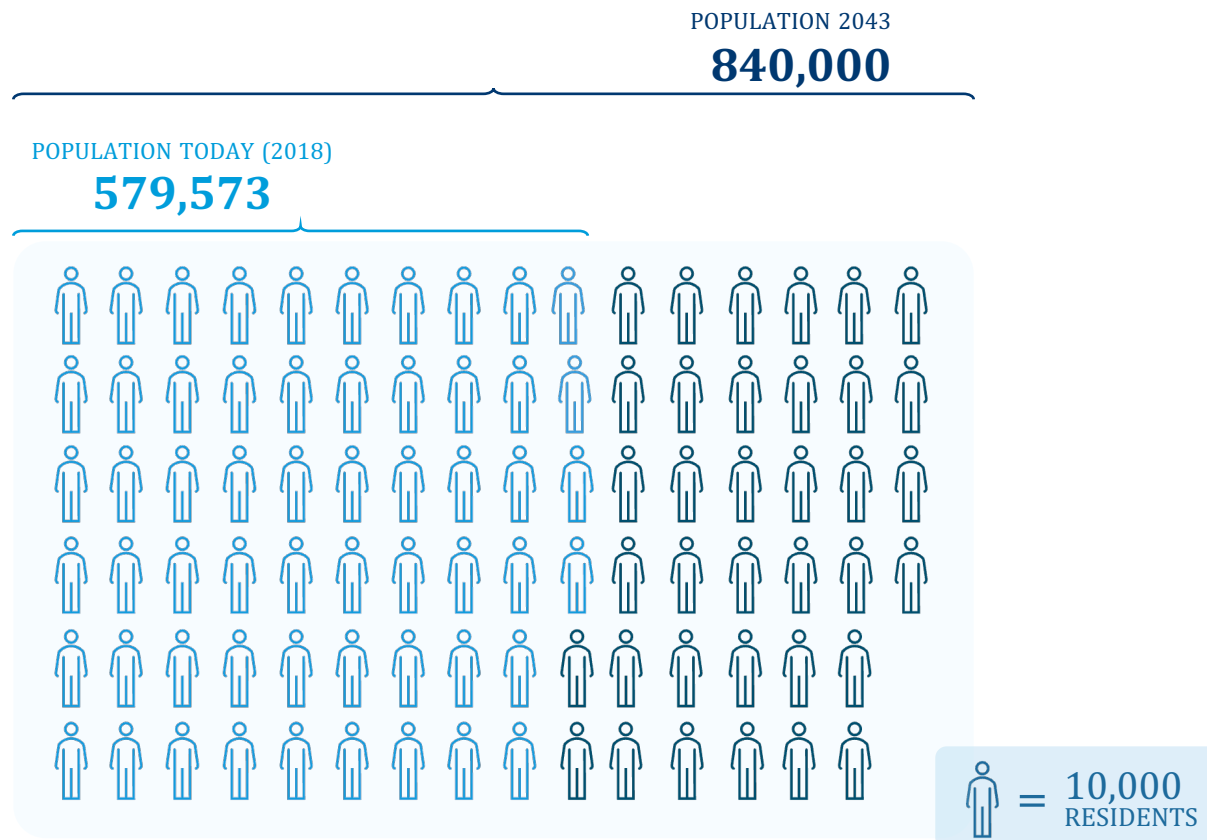
K-W Trails Ontario & Canada for the Lowest Number of Acute Care Beds Per 1,000



Acute care beds per 1,000 are lower than the Ontario average and have not kept pace with population growth, aging or inflation

- Waterloo Region: 1.1 beds per 1,000
- Ontario: 1.4 beds per 1,000
- Canada: 2.0 beds per 1,000

Growth in Population Results in Growth in Hospital Service Demand



IN 25 YEARS, THE WATERLOO REGION POPULATION WILL **GROW BY 45%**

- **Top 10 largest census Metropolitan Area** in Canada (estimated to have grown 13.36% between 2016 and 2021)
- Hospital usage for population aged 75+ **will grow by 169%** by 2043.
- GRH and SMGH will experience a **considerable increase in demand for acute care services** over the next 25 years as a result of population growth.

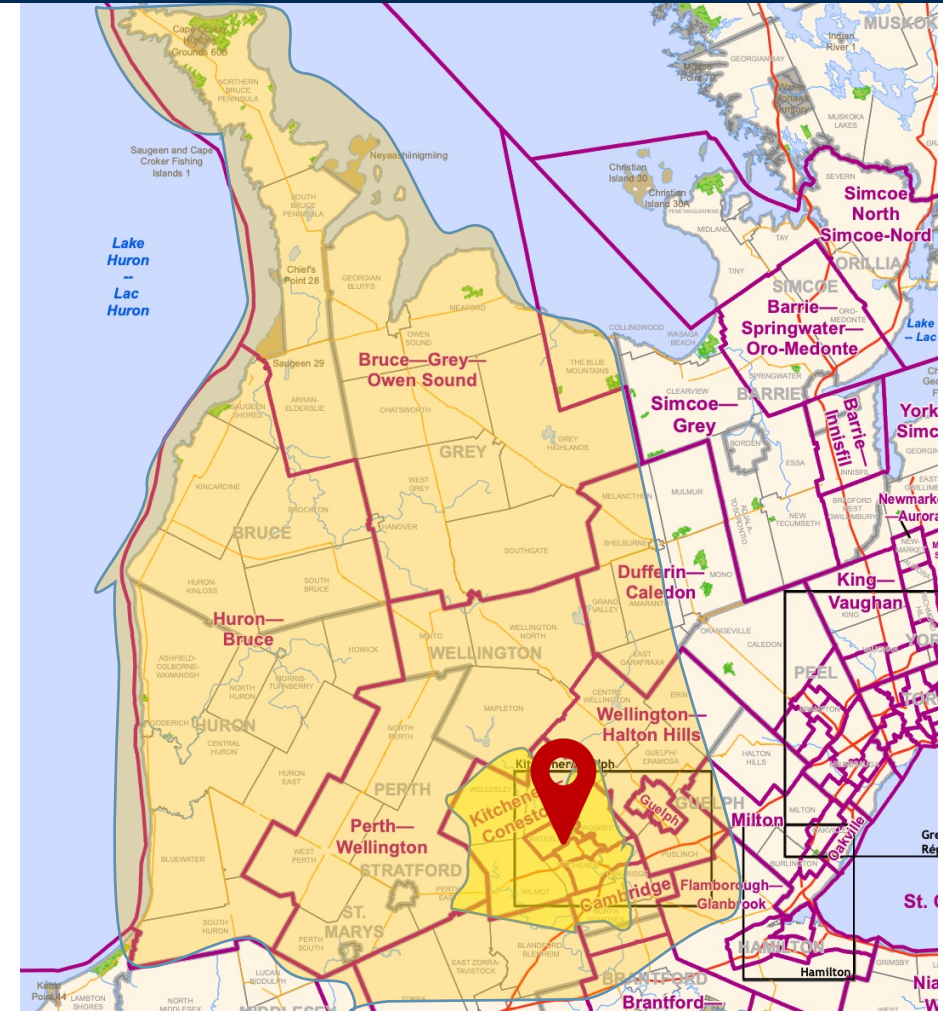
Sources:

- 1 Region of Waterloo, https://www.regionofwaterloo.ca/en/doing-business/Regional_Official_Plan.aspx
- 2 A Place to Grow Growth Plan for the Greater Golden Horseshoe Office Consolidation 2020
- 3 Ministry of Finance Population Projections (Summer 2020 Release)

Our Hospitals Serve Many Outside Kitchener-Waterloo

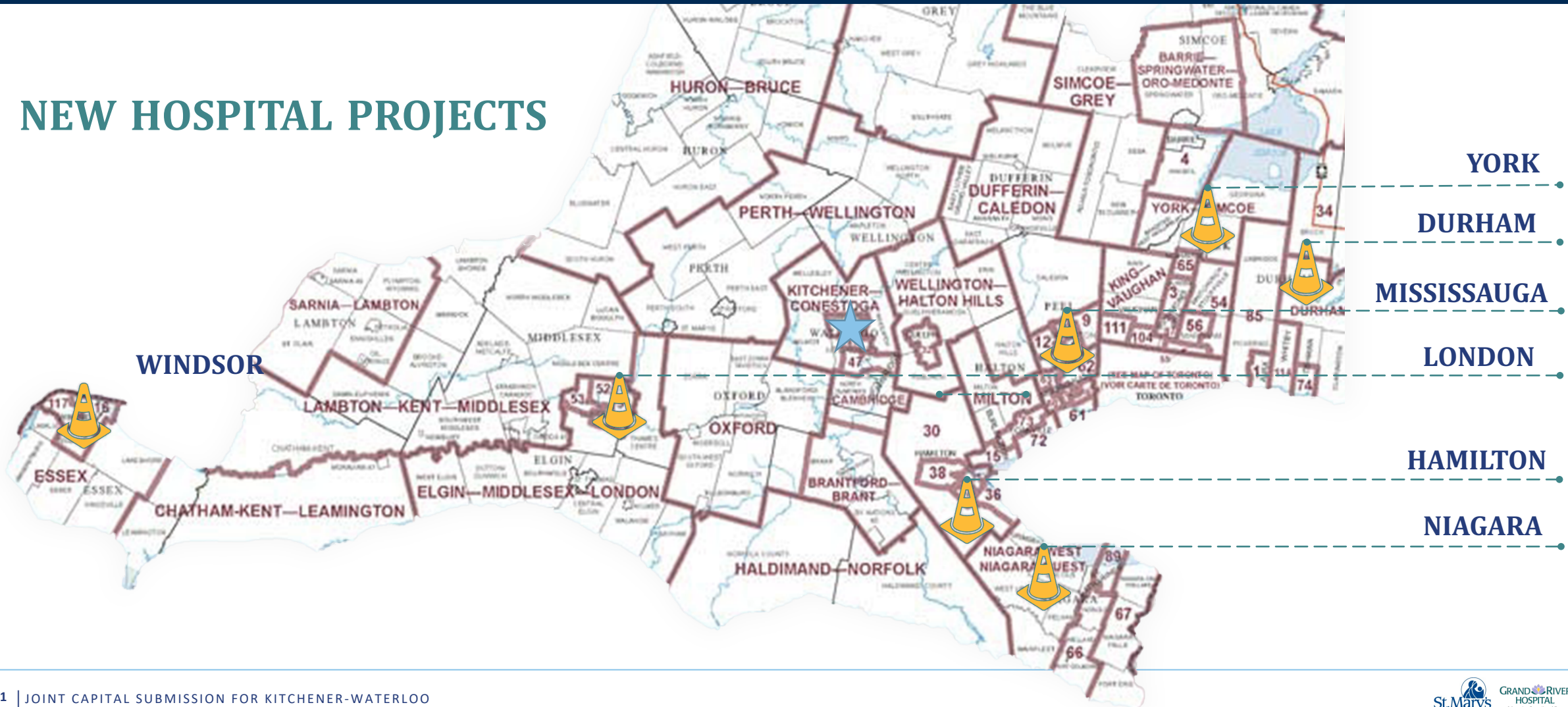
By 2046, almost 2 million Ontarians will be accessing health services in the Kitchener-Waterloo Region.

Not only would a modern hospital serve K-W residents, it would reduce wait times, shorten travel, and give access to world class care to Ontarians in neighbouring communities

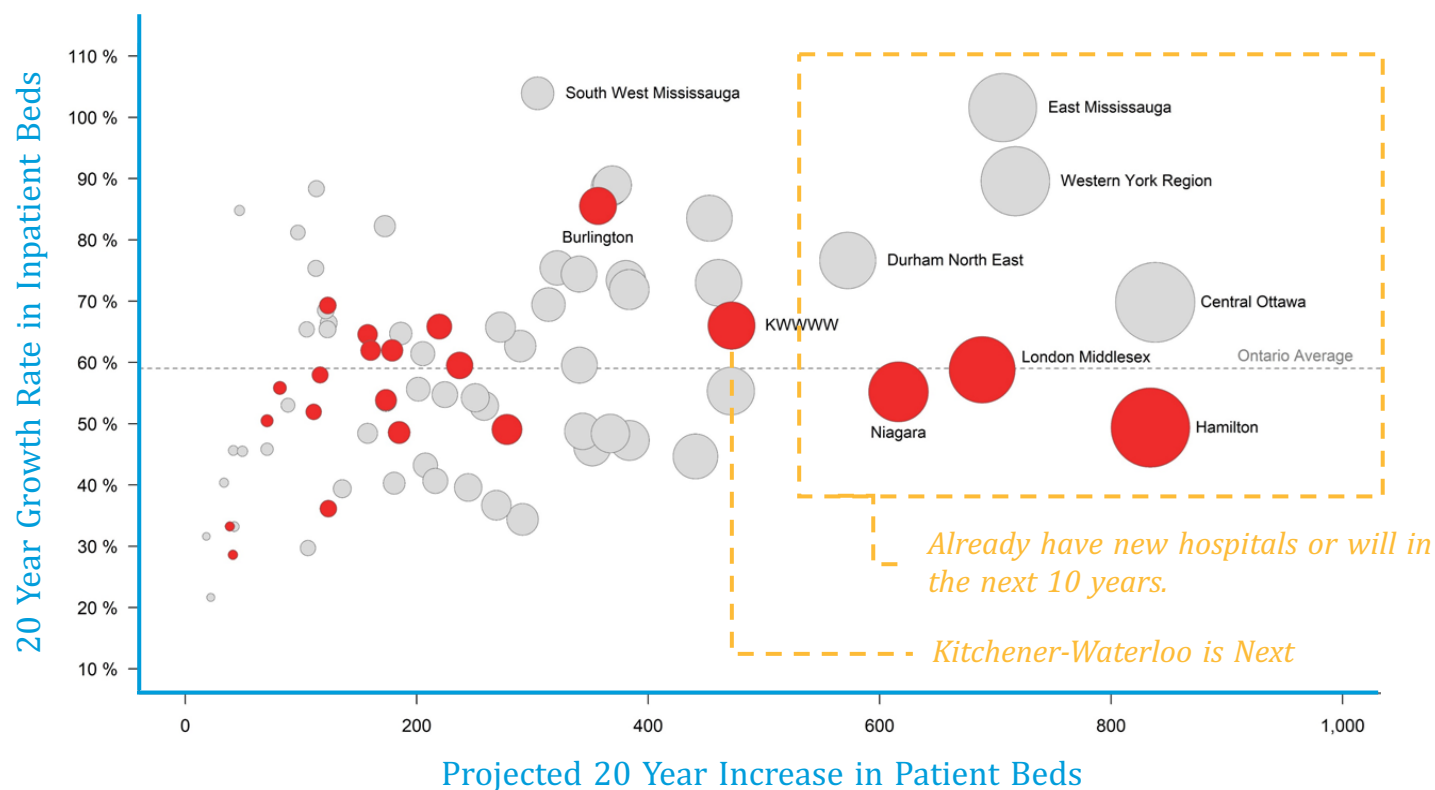


A Major Ontario City in Need of a Hospital

NEW HOSPITAL PROJECTS



K-W is at Risk of Being The Next Centre of “Hallway Healthcare”



K-W WILL EXPERIENCE HIGH INPATIENT BED DEMAND

- Based on projected 20-year growth, our region has some of the **highest growth in acute inpatient hospital demand** – well above the Ontario average
- Other hospitals in Ontario demonstrating increased growth have already received, or are in the process of planning, a new hospital

Sources: IntelliHealth DAD, OMHRS, NRS, CCRS 2019/20; MOF Population Projections Summer 2020 Release; PSG calculations

Aging Infrastructure



Our current hospitals are over 50 years old and cannot meet the needs of the community.

Parts of SMGH and GRH are almost a century old and 50% of the current facilities in operation are over 50 years old with needs beyond the capabilities of the current infrastructure.

Aging Infrastructure: A Closer Look

ST. MARY'S GENERAL HOSPITAL



Aging Infrastructure: A Closer Look

GRAND RIVER HOSPITAL KING ST. SITE



Aging Infrastructure: A Closer Look

GRAND RIVER HOSPITAL FREEPORT CAMPUS



KITCHENER – WATERLOO WILL NEED AT LEAST 515 MORE BEDS BY 2043

 **TOTAL
SYSTEM BEDS**
GRH-K-W + FP + SMGH

**CURRENT
BED
CAPACITY**
(pre-COVID funded
beds)

**MINIMAL
INCREMENTAL
NEW BEDS
NEEDED**
(from current capacity)

**TOTAL
NUMBER OF
BEDS
REQUIRED**

$$661 + 515 = 1,176 +$$

*Based on current stage of planning

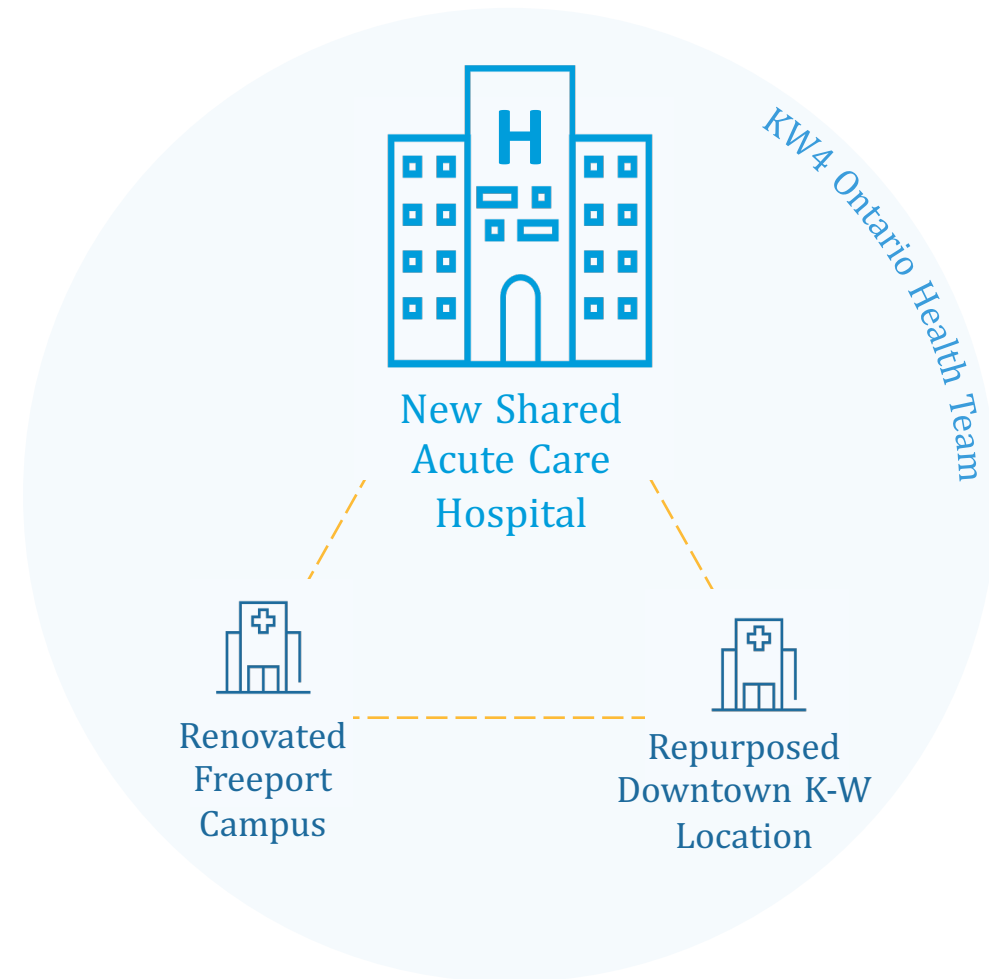
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SOLUTION

The Solution: A Joint Capital Project to Support a Health System Approach in K-W

St. Mary's General Hospital and Grand River Hospital have submitted a joint pre-capital submission to create an updated, jointly operated hospital system in K-W to:

- Meet the future health care needs of our growing community locally and end hallway healthcare
 - A new acute care campus
 - Leveraging existing infrastructure
 - Multiple sites in the community
 - More inpatient and ICU beds, larger emergency department, double the operating rooms, Increased capacity in labour and delivery
- Support innovation and economic growth
 - Space for Research and Education
 - Creation of an Innovation Hub
 - A world-class health care facility appealing to the global businesses looking to locate in Kitchener-Waterloo
- Further strengthen the KW4 OHT partnership and the coordination of care in the region



The Solution: A Joint Capital Project to Support a Health System Approach in K-W

Together, we are requesting a Capital Planning Grant for SMGH and GRH in the 2022 Spring Budget.

1. SMGH and GRH are committed to one joint Master Plan for the community resulting in improved care and cost savings
2. Health care infrastructure is needed to attract, retain and grow employers and investments in a region critical to the province's broader economic growth strategy
3. Opportunity for enhanced collaboration between health, tech and education sectors in the region to develop innovative solutions and public-private partnerships.
4. The community is ready – local business owners and global companies located in Kitchener- Waterloo are asking for new health infrastructure and are prepared to support the project.

A Capital Planning Grant will allow us to plan for the future of health care in our community to meet the demands of our growing region.

- ✓ Support the government's health system approach and will strengthen the local OHT.
- ✓ End hallway healthcare and deliver care closer to home in our region.
- ✓ Drive innovation and economic growth in a critical region.

Next Steps

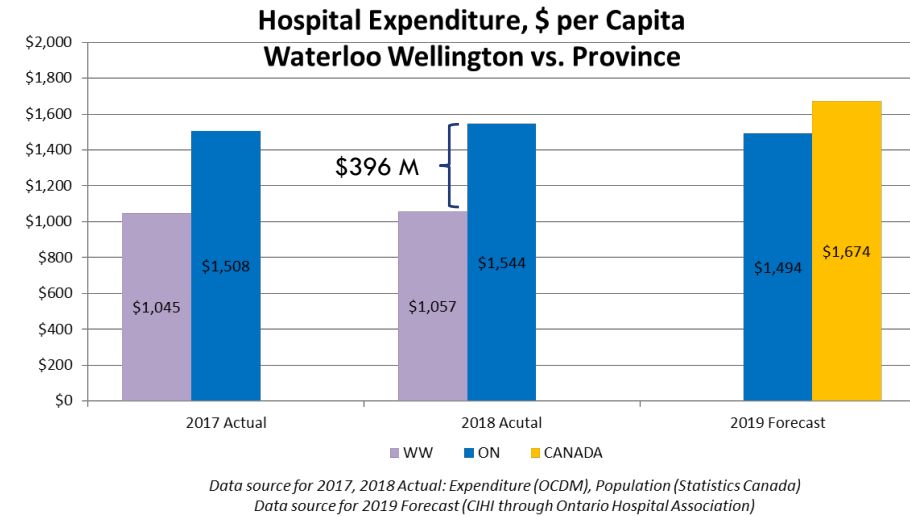
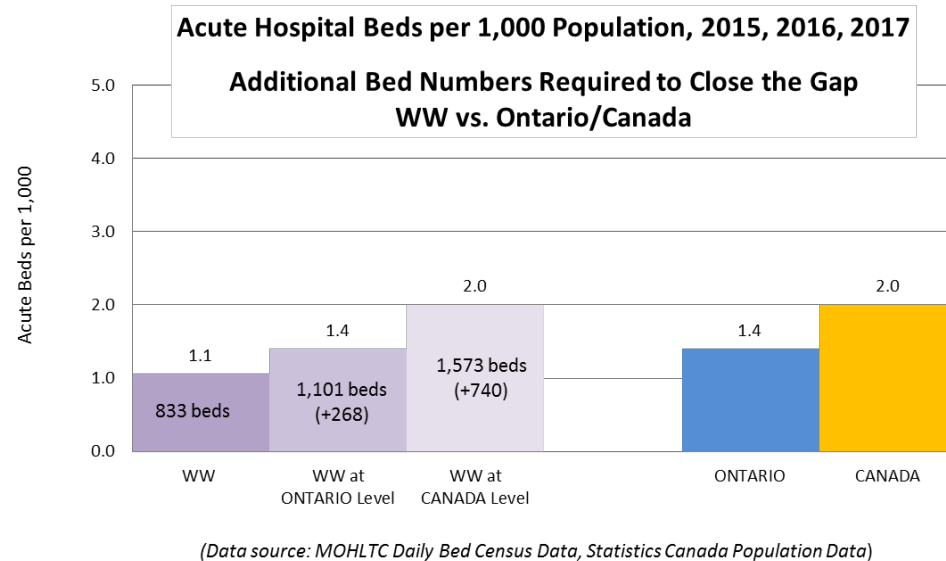
- 1 Support for the pre-capital submission and inclusion of a Capital Planning Grant for SMGH and GRH in the 2022 Spring Budget.
- 2 On-going support from the government as we progress on this project.
SMGH and GRH will continue to partner to provide care for our community and fight COVID-19 in partnership with the Ontario Government, Ontario Health and the K-W4 OHT.
- 3

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APPENDIX

Funding and beds per capita are the lowest in the country and have not kept pace with population growth, aging, or inflation

WW hospitals spend less per capita than the province on hospital care



Ontario has the lowest number of acute hospital beds per 1,000 population in Canada. WW hospitals have even less.