

JANUARY 30, 2023



CAPITAL PROPOSAL REFRESH

Case for Expansion and Request for Stage 2 Planning Grant - *Executive Summary: Pages 8-9*

Background

Chronology of Hotel Dieu Shaver Capital Submissions

- **November 2007** – Hotel Dieu Shaver (HDS) submitted the Master Plan and Program for the addition of 65 rehabilitation beds to be housed in the new space on HDS property
- **January 2010** - In the context of alleviating the ALC problem and contributing to a more seamless continuum of care in Niagara Hospitals, a joint proposal was submitted to the HNHB LHIN by the NHS and HDS, and was endorsed by the HNHB LHIN on August 31, 2010
- **January 2014** - An updated refreshed Business Case for the 65 bed capital expansion was submitted to MOHLTC, HNHB LHIN and the Honourable Jim Bradley, MPP for St. Catharines
- **2016** - The Rehab Care Alliance (RCA), an extension provincial committee of the MOHLTC, implemented Sub-region RCA task groups for local health care capacity planning
- The resultant RCA review actually projected the need for up to 71 additional Rehabilitation Beds (Rehab High & Rehab Low beds) required at HDS by the year 2030, and 123 additional rehabilitation beds by the year 2035
- **January 26, 2018** - *Taken from the NHS' approved resubmission for its Stage 1A proposal to the MOHLTC (page 34): "Integrate the Rehabilitation Program Model under the Leadership of Hotel Dieu Shaver and together address Niagara's shortfall in rehabilitation beds. Hotel Dieu Shaver is a vital service partner for rehabilitation inpatient treatment. Niagara's major shortfall in rehabilitation beds has been consistently recognized in HNHB LHIN planning and is reflected in ALC days and a much higher reliance on restorative care beds at NHS. The NHS Model, and specifically the bed projections, are predicted on the availability of 65 additional rehabilitation beds ... to assure timely patient flow and better therapeutic outcomes for patients."*
- **May 4, 2018** – The Liberal government announced a \$500,000 planning grant to allow Hotel Dieu Shaver Health and Rehabilitation Centre to plan for an expansion of rehabilitation beds in Niagara
- **February 2019** – The Conservative government confirmed the \$500,000 planning grant
- **July 2019** – The \$500,000 planning grant was received by Hotel Dieu Shaver and work on the Stage 1A and Stage 1B Capital Proposal submissions to the Ministry of Health began
- **June 29, 2020** – Stage 1A and Stage 1B proposals were submitted
- **January 2022** – Permission was received to proceed to Stage 2 planning
- **Present** – **Awaiting planning grant to allow Hotel Dieu Shaver the ability to proceed to Stage 2 Capital Planning**

The Need for HDS Capital Expansion

- As the only rehabilitation hospital in Niagara, HDS provides all inpatient and outpatient rehabilitation services to those residing throughout the Niagara region, which includes 12 municipalities with a total population of approximately 484,840 residents, with communities spanning from Fort Erie to Grimsby
- This means 484,840 residents have access to only 37 High Intensity Rehab beds
 - **Note:** HDS currently has 134 inpatient beds – 37 are high intensity rehab, 80 are low intensity rehab, 12 are short-term complex medical management and 5 are End of Life beds.
- By 2042, the Niagara population will grow and age significantly; the number of seniors 75 and over is projected to increase by 100%
 - Between 2011-2031, seniors 65 years and older will account for 60% of the population growth in Niagara (*Ministry of Finance's Report – "Projected Population for Ontario 2011-2036"*)
- In accordance with Statistics Canada data, Niagara has the second largest aging population, 65 years of age and older in Ontario, and the third largest aging population, 65 years of age and older in Canada (*Statistics Canada 2016 Census Report*)
- The increase in Niagara's senior population is the result of an aging baby boomer population and the immigration of individuals 55+ from the surrounding regions as they make the decision to retire in Niagara (*The Regional Municipality of Niagara: Growth Management Strategy*)
- Rehabilitation is often a necessity of one's health continuum of care that will lead to success with transitioning from hospital, avoiding re-admission to hospital, and potentially avoiding admission to long-term care
- As per our provincial performance results, HDS is a leader in providing rehabilitation services to individuals who have complex needs and require rehab services to improve their functional and cognitive abilities and regain independence with daily living
- HDS also has the highest success rate with patients being discharged home within the HNHB LHIN
- Hotel Dieu Shaver will not be able to meet the growing rehabilitation demands of Niagara's aging population
- Due to significant infrastructure challenges, particularly the majority of rooms being 3 and 4 beds wards, HDS cannot operate at full capacity and adhere to Infection and Prevention Control (IPAC) guidelines
- HDS' infrastructure has been identified as the oldest operating hospital building in Ontario
- During our January 2023 Accreditation survey, the surveyors awarded a 99.3% survey result, while highlighting that 3 and 4 bed wards were non-compliant with IPAC guidelines

Challenges that Support HDS Capital Expansion

Patient Flow Pressures That Will Be Alleviated By Capital Expansion:

- Allowing for the transfer of appropriate and de-conditioned patients at acute and tertiary hospitals to be transferred to rehab beds at HDS, relieving bed pressures within the acute system
- Reducing or avoiding re-admissions to acute hospitals and Emergency Departments, as patients receiving rehabilitation will be better able to cope and will experience reduced likelihood of falls at home
- Reduce requirement for admission to Long Term Care facilities and allow for transfer to home or a retirement community
 - Since the start of the COVID-19 pandemic, Hotel Dieu Shaver has been assisting acute care partners relieve capacity pressures by receiving pre-determined ALC patients who were designated for long-term care. Upon review completed in September 2022, as a result of rehabilitation received at Hotel Dieu Shaver, 36% of those patients were not discharged to long-term care, but were able to return home or to a retirement home
- With the expansion, rehab will be conducted on the inpatient floors (currently conducted in outpatient space) in accordance with best practice, thereby allowing increased access to outpatient services, and significantly reducing outpatient wait times
- Currently HDS cannot operate at our full capacity of 134 beds, because of 84 beds existing in 3 and 4 bed wards. As per IPAC guidelines, the beds cannot be filled due to isolation requirements. An increase in beds, and in private beds, will significantly increase our capacity to assist our partners in improving patient flow, as well as assisting Niagara patients avoid long acute care stays, falls and emergency department re-admits or admission in long-term care, if they were allowed the rehabilitation services they need

Safety risk resulting from limited space:

- Patients and staff are challenged with space, as patient rooms have become overcrowded due to increased patient complexity requiring more mobility and adaptive equipment i.e. 4 wheelchairs and/or walkers in a ward
- Not only is this a safety risk for patients and their families, but it also poses a safety risk for staff
- Of 134 beds, 84 of these beds exist in 3 and 4 Bed Wards
- Lack of private rooms challenges patient safety from an IPAC perspective. In December 2020, one COVID-19 positive patient resulted in a facility wide COVID-19 outbreak of 99 patients and staff members testing positive
- Limited ability to assist our local acute system when they are experiencing patient bed pressures

- Zero space available to support any further community rehabilitation needs. I.e. HDS has had to expand into portable units in order to house current services

Unacceptable Patient Bathroom Facilities:

- **11 rooms (or 22 patients) do not have a washroom located in their patient room** and there is limited shower and bathing facilities on the floors, resulting in infection control challenges and patient comfort issues

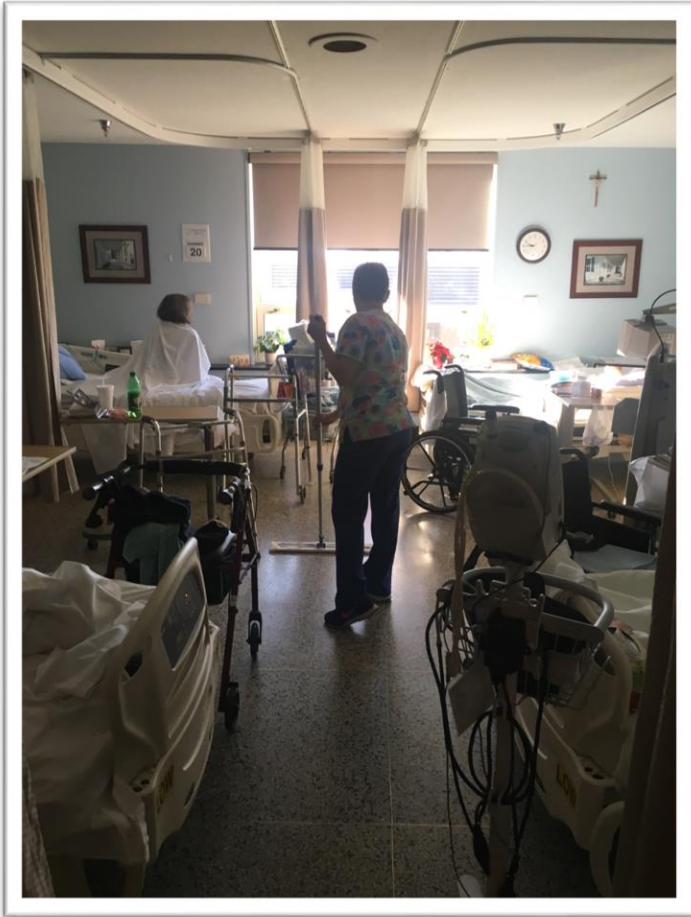
The chart below depicts a lack of sufficient private and semi-private rooms resulting in decreased patient flow and empty beds at HDS due to an inability to bed match as a result of infection control and other issues.

Patient Rooms at April 19, 2016

Room Numbers	Number of Beds	Bathroom Y/N		Room Numbers	Number of Beds	Bathroom Y/N		Room Numbers	Number of Beds	Bathroom Y/N		Room Numbers	Number of Beds	Bathroom Y/N
1 East				1 West				2 East				2 West		
127	3	Y		101	3	Y		230	4	Y		202	2	N
129	2	Y		102	3	Y		232	4	Y		203	2	N
130	4	Y		103	1	Y		234	4	Y		204	1	Y
135	2	Y		105	1	Y		235	2	N		205	1	Y
138	4	Y		107	2 + Flex	Y		236	4	Y		206	1	N
140	4	Y		109	2 + Flex	Y		238	4	Y		207	1	N
146	2	Y		117	1	Y		242	2	Y		208	1	N
152	1	Y		119	1	Y		247	1	Y		209	3	N
153	4	Y		120	4	Y		248	2	N		210	2	N
154	2	Y		123	2	Y		249	2 + Flex	N		215	1	Y
155	2	Y		124	4	Y		250	4	N		219	1	Y
156	2	Y		126	4	Y						220	4	Y
157	4	Y		128	4	Y						222	4	Y
158	1	Y										223	1	Y
												224	4	Y
												225	1	Y
												227	2	Y
Total Beds		37		32				33				32		134

	# rooms	# beds
Private rooms	11	11
End of Life	5	5
Semi Private	17	34
3-bed rooms	4	12
4-bed Rooms	18	72
Total...	55	134

	# rooms	# beds
Private rooms no washroom	0	0
End of life no Washroom	3	3
Semi Private no washroom	6	12
3-bed rooms no washroom	1	3
4-Bed room no washroom	1	4
Total...	11	22

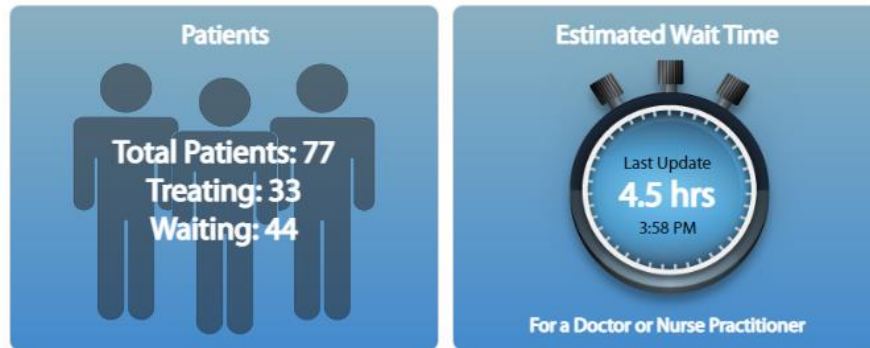


TODAY'S SCS ED STATUS

January 31, 2023

St. Catharines Site

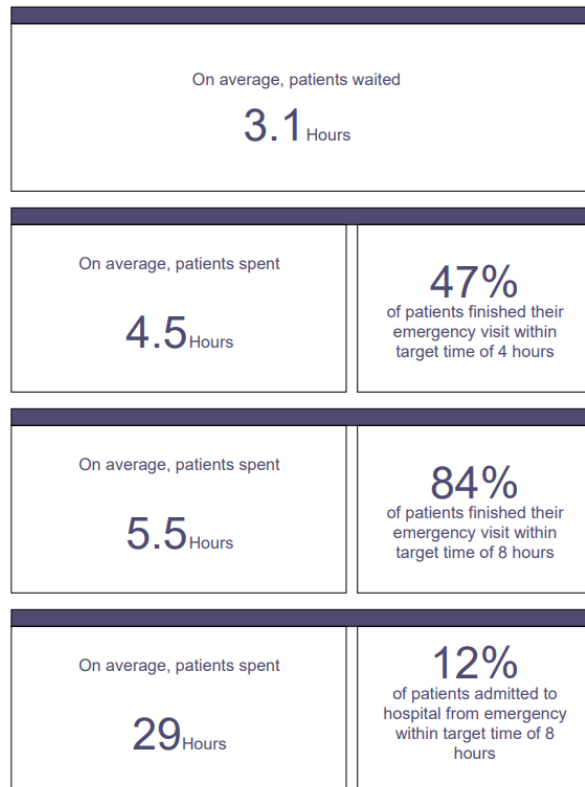
1200 Fourth Avenue
St. Catharines, ON



November 2022 – Time Spent in SCS Emergency Department

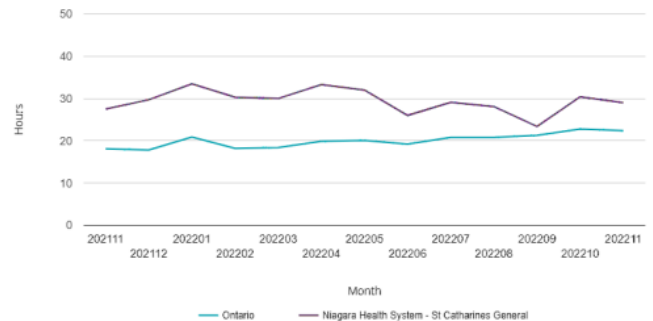
time spent in emergency departments

Hospital Name: Niagara Health System - St Catharines General



Average length of stay in emergency for patients admitted to hospital, by hospital, 202111 to 202211

Admitted patients
Average Time



Data source: National Ambulatory Care Reporting System (NACRS), Canadian Institute for Health Information (CIHI) provided by Cancer Care Ontario (CCO). For more information, please visit the Indicator Library for the technical description of Wait Time to First Assessment in Emergency indicator (average time and volume) and Length of Stay in Emergency indicators (average time, volume, and percentage within target).

Executive Summary

- Through the Rehabilitation Capital Expansion, Hotel Dieu Shaver (HDS) will assist the government in meeting its capacity priorities in the most cost effective and efficient manner, while maximizing patient outcomes and quality of life
- As the only rehabilitation hospital in Niagara, currently serving 1,100 inpatients and over 40,000 outpatient visits per year, HDS views Inpatient and Outpatient Rehabilitation services as a solution and transformational strategy to aid in addressing the challenges of:
 1. Reducing system capacity pressures
 2. Overcrowded acute hospitals due to increasing ALC,
 3. Patients becoming further debilitated, as they wait in acute beds with limited opportunity to be mobilized,
 4. Re-admission to acute hospitals and ED's, resulting from falls and people unable to independently cope at home, and
 5. Diverting patients from having to be placed in LTC, as a result of the provision of appropriate rehab services, which may lead to a discharge home.
- Over the last ten years, HDS has actively promoted an increase in rehab beds to meet the long-standing and growing needs of the entire Niagara community – stretching from Fort Erie to Grimsby.
- Currently HDS cannot operate at our full capacity of 134 beds, because of 84 beds existing in 3 and 4 bed wards. As per IPAC guidelines, the beds cannot be filled due to isolation requirements. An increase in beds, and in private beds, will significantly increase our capacity to assist our partners in improving patient flow, as well as assisting Niagara patients avoid long acute care stays, falls and emergency department re-admits or admission in long-term care, if they were allowed the rehabilitation services they need
- Based on projected demographic growth, the Rehab Care Alliance review projects the need for up to 71 additional Rehabilitation Beds (Rehab High & Rehab Low beds) required at HDS by the year 2030, and 123 additional rehabilitation beds by the year 2035
- The expansion will result in the additional benefit of allowing HDS to free up outpatient space since the new bed structure will accommodate rehab services directly on the inpatient floors. The additional freed up space will mean an ability to serve more outpatients. Current waiting lists for outpatient services average six months for outpatient neuro/stroke programs. The additional space will allow HDS to expand outpatient services to include programs currently not offered in Niagara – due to our lack of space – such as Acquired Brain Injury, the closest program now being located in Hamilton

Executive Summary – Continued

- Beyond improving bed flow and increasing quality of life, earlier access to rehab beds is less expensive for the health care system. According to most recent OCDM (Ontario Cost Distribution Methodology) data, the cost per patient day is as follows:

Acute \$1,215 per patient day

Rehab \$906 per patient day

- Access to rehabilitation services will facilitate faster discharge home while minimizing potential future necessity to access acute or LTC services
- Based on Master Plan projections from 2007, and a refresh in 2016, projected total cost of the 65 bed expansion project is estimated to cost up to \$500 million
- Hotel Dieu Shaver owns 18 acres of land allowing for significant expansion and therefore there is no requirement to purchase additional land
- Support and commitment of Hotel Dieu Shaver's Capital Proposal for the expansion of new rehab beds will demonstrate the provincial government's commitment to ensuring that Niagara is well positioned to continue to serve its population with state of the art rehab services that will optimize independent and functional living
- Hotel Dieu Shaver has a rich history of providing services and programs to meet the needs of the Niagara community. In keeping with its mission, values and history, HDS continues to develop, reconfigure, and implement rehab programs to align with the profile of what the Niagara population needs (i.e. recent implementation of the Post-Acute COVID Rehabilitation Program) and will continue to need in the immediate future