



CAPITAL PROPOSAL REFRESH

August, 2018



CAPITAL PROPOSAL REFRESH – August 2018

Chronology of Hotel Dieu Shaver Capital Submissions

- **November 2007** - HDS submitted the Master Plan and Program for the addition of 64 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 the Niagara Hospital, a joint proposal was submitted to the HNHB LHIN by the NHS and HDS
 - Result of this submission was that the HNHB LHIN Board of Directors endorsed this proposal on August 31, 2010
- **January 2014** - an updated proposed Business Case for the expansion of the full spectrum Inpatient Rehabilitation Program was submitted to MOHLTC, HNHB LHIN and Honourable Jim Bradley, MPP for St. Catharines
- **February 3, 2016** - a refreshed pre-capital submission for the addition of 65 new rehabilitation beds was submitted to the HNHB LHIN
 - Result of this “refreshed” submission was that the HNHB LHIN Board of Directors approved endorsement of this proposal – a second endorsement from the HNHB LHIN
- **In late 2016** - the Rehab Care Alliance (RCA), an extension provincial committee of the MOHLTC, implemented Sub-region RCA task groups for the purpose of engaging in local health care system capacity planning
 - through the RCA review a rehab bed forecast was completed and the results projected the need for 68 additional Rehabilitation Beds (Rehab High & Rehab Low beds) required at HDS by 2030



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Chronology of Hotel Dieu Shaver Capital Submissions

- **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 (for a regional total of 102 beds) to assure timely patient flow and better therapeutic outcomes for patients."
- **May 4, 2018** – The Province of Ontario announced a \$500,000 grant to allow Hotel Dieu Shaver Health and Rehabilitation Centre to plan for an expansion of rehabilitation beds in Niagara.



Capital Planning Sign-Off - Complex Care and Rehabilitation Beds

As agreed by both Niagara Health System and Hotel Dieu Shaver planning for Complex Care and Rehabilitation Beds in the Niagara Region will proceed according to the following breakdown. It is further agreed that any new growth and subsequent new beds for the complex care streams is attributed to the Niagara Health System, and any new growth and subsequent new beds for the rehabilitation / restorative streams will be attributed to the Hotel Dieu Shaver .

Stream of Care	Hotel Dieu Shaver	Niagara Health System	Total
Medically Complex		57	57
Behavioural		55	55
End of Life	8	21	29
Restorative	63		63
Assess and Restore; & Rehab Pilot	24		24
ALC		66	66
Rehab	37		
Rehab (NEW)	65		
Total	197	199	396

Niagara Health System

Name: *Dr. Barry Wright*
 Title: *Board Chair*
 Signature: *[Signature]*
 Date: *Oct 21/15*

Hotel Dieu Shaver Health and Rehabilitation Centre

Name: *Dr. Ron McTavish*
 Title: *Board Chair*
 Signature: *[Signature]*
 Date: *October 20, 2015*

CAPITAL PROPOSAL REFRESH – August 2018

- Over the past several years, Hotel Dieu Shaver and Niagara Health System have worked collaboratively to optimize patient flow, build a system with seamless transitions, while focusing internally to strengthen their own respective expertise – acute versus rehabilitation.
- In reviewing the Niagara Health System and Hotel Dieu Shaver Capital Proposals, we encourage the MOHLTC to acknowledge that the Niagara Health System has invested into specialized resources and competencies for acute care while Hotel Dieu Shaver has invested in specialized resources and competencies for rehabilitation.
- Therefore the Niagara Health System and Hotel Dieu Shaver Capital submissions must both be approved jointly as both plans significantly impact each others' organizations and those who seek these specialized services throughout the Niagara Region.



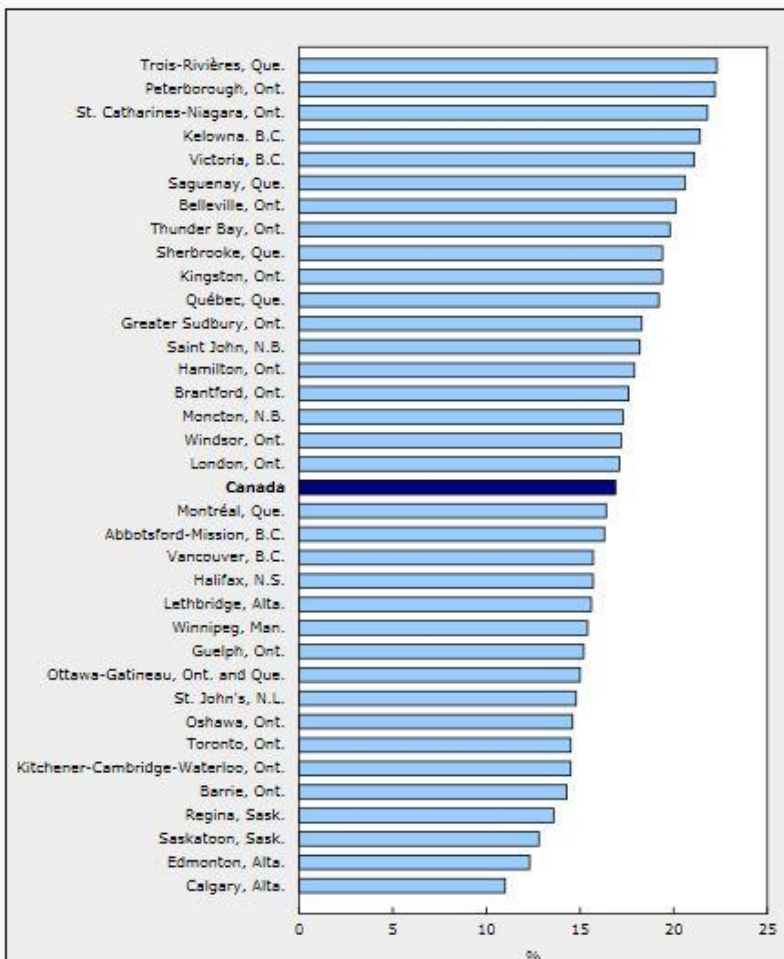
Proportion of the population 65 years of age and older within the total population, Canada and census metropolitan areas, 2016

[Back to main article](#)

[Interactive](#)

[Image](#)

[CSV \(1 KB\)](#)



Source(s): Statistics Canada, Census of Population, 2016.



Data Analysis That Supports the Need for HDS Capital Expansion

- Between 2011 and 2031 seniors 65 years and older will account for 60 per cent 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 seniors population is the result of an aging baby boomer population and the in migration of individuals 55+ from the surrounding regions as they make the decision to retire in Niagara (The Regional Municipality of Niagara: Growth Management Strategy).
- Niagara must be prepared to meet the needs of our aging population and ensure those living in our community will have access to rehabilitation services that will optimize their ability to live independently at home and reduce their incidence and/or length of stays within acute hospitals
- To achieve this rehabilitation is frequently a necessity of one's health continuum of care that will lead to an individual's success with transitioning from hospital back into the community and back to one's home



Data Analysis That Supports the Need for HDS Capital Expansion

- As per our provincial performance results, we are leaders in providing rehabilitation services to people in our community who have complex needs and require our services to improve their functional and cognitive abilities and regain independence with daily living
- To that extent, we also have one of the highest rate of patients successfully being discharged home, within the HNHB LHIN
- Hotel Dieu Shaver has a rich history of providing rehabilitation services and programs and continues to develop, reconfigure, and implement programs to align with the profile of what the Niagara population needs from a rehabilitation perspective and will continue to need in the immediate future
- For Hotel Dieu Shaver to continue to address the future needs of those living within our community, we will require increased resources and an expanded building capacity (hence this Capital Proposal).



Data Analysis That Supports the Need for HDS Capital Expansion

- The Niagara Region is made up of 12 municipalities with a total population of approximately 431,000 residents. HDSHRC is the only Rehab hospital in Niagara servicing these residents, which means 431,000 residents have access to only 37 Rehab beds
- Rehabilitation will be more pertinent to successfully achieving healthy independent living with Niagara's aging population and without expanded building capacity and resources, Hotel Dieu Shaver will not be able to meet the growing rehabilitation demands of Niagara's aging population



Other Challenges that Support the HDSHRC Capital Proposal for Expansion

- **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 ie. 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, 72 of these beds exist in 4 Bed Wards – impact on patients is potentially 3 patients in line waiting to access the washroom
 - Limited ability to assist our local acute system when they are experiencing patient surge
 - Zero space available to support any further community rehabilitation needs, i.e. Parkinson's Portable
- **Unacceptable Patient Bathroom Facilities:**
 - 11 rooms or 22 patients that do not have a bathroom in their room have to access a bathroom in the hallway
 - Infection control challenges as a result



- The chart below depicts a lack of sufficient private and semi-private rooms resulting in decreased patient flow and empty beds at HDSHRC due to inability to match genders within a room and inability to manage infection control 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	

Patient Rooms/Beds		
	# 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

Patient Rooms/no bathroom		
	# 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



Other Challenges that Support the HDSHRC Capital Proposal for Expansion Cont'd

- **Patient Flow Pressures That Will Be Alleviated By Capital Expansion:**
 - The additional rehabilitation beds at HDSHRC will allow de-conditioned patients at acute and tertiary hospitals to be discharged from acute care providing bed pressure relief within the acute system
 - Re-admissions to acute hospitals and ED visits will be reduced and avoided, as patients discharged home after receiving rehabilitation will be less likely to have challenges when returning home
 - An additional 750 patients annually will benefit from appropriate rehabilitation, improve their functional outcomes, improve their quality of life and increase the probability for this population to remain in their communities







NOVEMBER
20





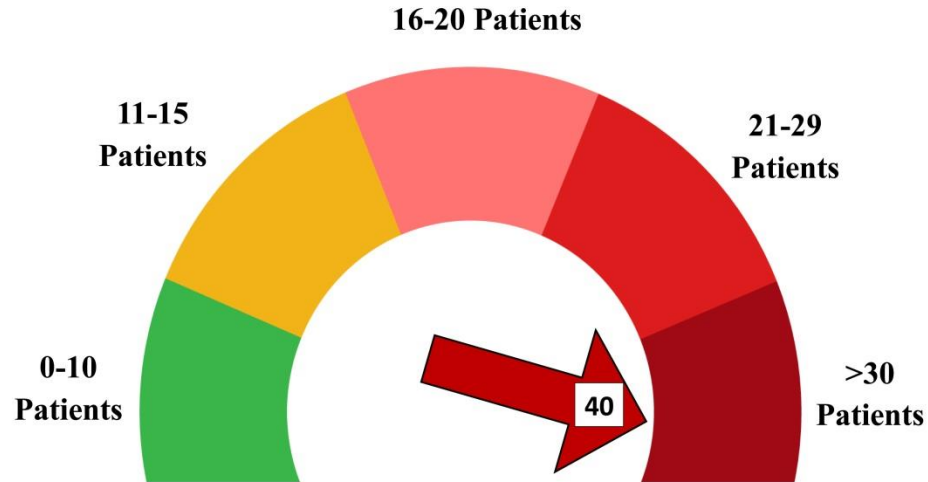
Single bed room at Niagara Health's St. Catharines Site



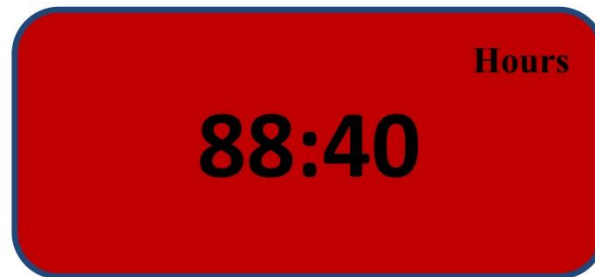
January 16, 2018

TODAY'S SCS ED STATUS

Admitted Patient Volume in ED (ANB)



Longest Length of Stay in Emergency Department



TARGET:
28 hours



Compassion in Action



Driven by Optimism



Achieving Ambitious Results

EXTRAORDINARY

Final Comments for Consideration

- Private and semi-private beds at Hotel Dieu Shaver would allow for improved patient flow and reduce gridlock that our local acute care partners are experiencing, resulting from the inability of HDS to match patients requiring rehabilitation due to inability to gender match and/or isolation status
- Hotel Dieu Shaver owns 16 acres of land and would not require property to expand
- In anticipation for approval we have \$8 M in investments from the hospital and foundation for our local share
- **Support and commitment of Hotel Dieu Shaver's Capital Proposal** for the expansion of 65 new rehabilitation beds will demonstrates provincial government commitment to ensuring that Niagara is well positioned to continue to serve it's aging population with rehabilitation services that will optimize independent and functional living for those living in Niagara
- The NHS Model, and specifically the bed projections, are predicted on the availability of 65 additional rehabilitation beds (for a regional total of 102 beds) to assure timely patient flow and better therapeutic outcomes for patients.



Letter of Support – Mayors of Niagara



January 17, 2018

Honourable Eric Hoskins
Minister of Health and Long-Term Care
10th Floor, Hepburn Block
80 Grosvenor Street
Toronto, Ontario M7A 2C4

Dear Honourable Dr. Hoskins,

On behalf of Hotel Dieu Shaver Health and Rehabilitation Centre, we write in support of their Capital Submission for an additional 65 new rehabilitation beds. As the only Rehabilitation Hospital in the Niagara Region, Hotel Dieu Shaver provides rehabilitation services to all those who reside in the Niagara including Fort Erie, Grimsby, Lincoln, Niagara Falls, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, Welland, and West Lincoln.

Between 2011 and 2031, Seniors 65 years and older will account for 60 per cent of the population growth in Niagara (Ministry of Finance's Report – "Projected Population for Ontario 2011 – 2036). Hotel Dieu Shaver will require increased resources and building capacity to provide rehabilitation services, as these services will be more pertinent to successfully achieving healthy independent living with Niagara's aging population.

Hotel Dieu Shaver has significant challenges with their current space and it is imperative that this is addressed within the near term.

- Of 134 beds, 72 of these beds exist in 4 Bed Wards. These 4 bed rooms are crowded with potentially 4 wheelchairs, walkers, beds, overnight tables, and visitors, causing significant safety challenges, and waiting in excess of an hour to use the washroom in their room.
- Of 134 beds, 11 rooms or 22 patients do not have a bathroom in their room resulting in patients having to use the washrooms located in the hallways which are shared by other patients.
- With the majority of the rooms being "4-bed rooms", and lack of sufficient private and semi-private rooms, patient flow in Niagara is severely compromised. We work diligently with our acute care partners to try and help with the ALC issues, and patients in emergency with no beds, however it is difficult to match gender and infection control issues with four (4) in a room, and four (4) to match.
- In addition to the concerns regarding the crowded patient rooms and hallways, there is a significant shortage of shower facilities in our building resulting in our patients only receiving a shower once a week (4 shower rooms for 134 patients).

Through the expansion of 65 new Rehabilitation beds at Hotel Dieu Shaver, the province will demonstrate a firm commitment to the residents of Niagara by approving a plan that will lead to the achievement of better patient health outcomes through the transformation of positive experience within the health care system. In addition, this plan will ensure that Niagara is well positioned to further align with Ontario's Patient First Action Plan by approving a plan that will lead to all patients receiving the right care, at the right time, in the right place, to optimize their recovery and quality of life.

Minister Hoskins, Hotel Dieu Shaver's proposal needs to be a priority for this upcoming budget to ensure the residents of Niagara will have access to a more streamlined level of care throughout the whole continuum of health services within their home community.

Sincerely,

Mayor Wayne Redekop
Town of Fort Erie

Mayor Bob Bentley
Town of Grimsby

Mayor Sandra Easton
Town of Lincoln

Mayor Jim Diodati
City of Niagara Falls

Lord Mayor Patrick Darte
Town of Niagara-on-the-Lake

Mayor Dave Augustyn
Town of Pelham

Mayor John Maloney
City of Port Colborne

Mayor Walter Sendzik
City of St. Catharines

Mayor Ted Luciani
City of Thorold

Mayor April Wells
Township of Wainfleet

Mayor Frank Campion
City of Welland

Mayor Douglas Joyner
Township of West Lincoln

Letter of Support – Niagara Regional Chair



Office of the Regional Chair | Alan Caslin
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Email: alan.caslin@niagararegion.ca
www.niagararegion.ca

January 29, 2018

Honourable Eric Hoskins
Minister of Health and Long-Term Care
10th Floor, Hepburn Block
80 Grosvenor Street
Toronto, ON
M7A 2C4

Dear Honourable Dr. Hoskins,

I am writing to indicate my support for the Hotel Dieu Shaver Health and Rehabilitation Centre's Capital Submission for an additional 65 new rehabilitation beds. As the only rehabilitation hospital in the Niagara Region, Hotel Dieu Shaver provides rehabilitation services to all 450,000 residents within Niagara's twelve municipalities.

Between 2011 and 2031, seniors 65 years and older will account for 60 per cent of the population growth in Niagara (Ministry of Finance's Report – "Projected Population for Ontario 2011 – 2036). Hotel Dieu Shaver will require increased resources and building capacity to provide rehabilitation services, as these services will be more pertinent to successfully achieving healthy independent living with Niagara's aging population.

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Email: alan.caslin@niagararegion.ca
www.niagararegion.ca

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Through the expansion of 65 new rehabilitation beds at Hotel Dieu Shaver, the province will demonstrate a firm commitment to the residents of Niagara by approving a plan that will lead to the achievement of better patient health outcomes through the transformation of positive experience within the health care system. In addition, this plan will ensure that Niagara is well positioned to further align with Ontario's Patient First Action Plan by approving a plan that will lead to all patients receiving the right care, at the right time, in the right place, to optimize their recovery and quality of life.

Minister Hoskins, Hotel Dieu Shaver's proposal needs to be a priority for this upcoming budget to ensure the residents of Niagara will have access to a more streamlined level of care throughout the whole continuum of health services within their home community.

Sincerely,

Alan Caslin
Regional Chair