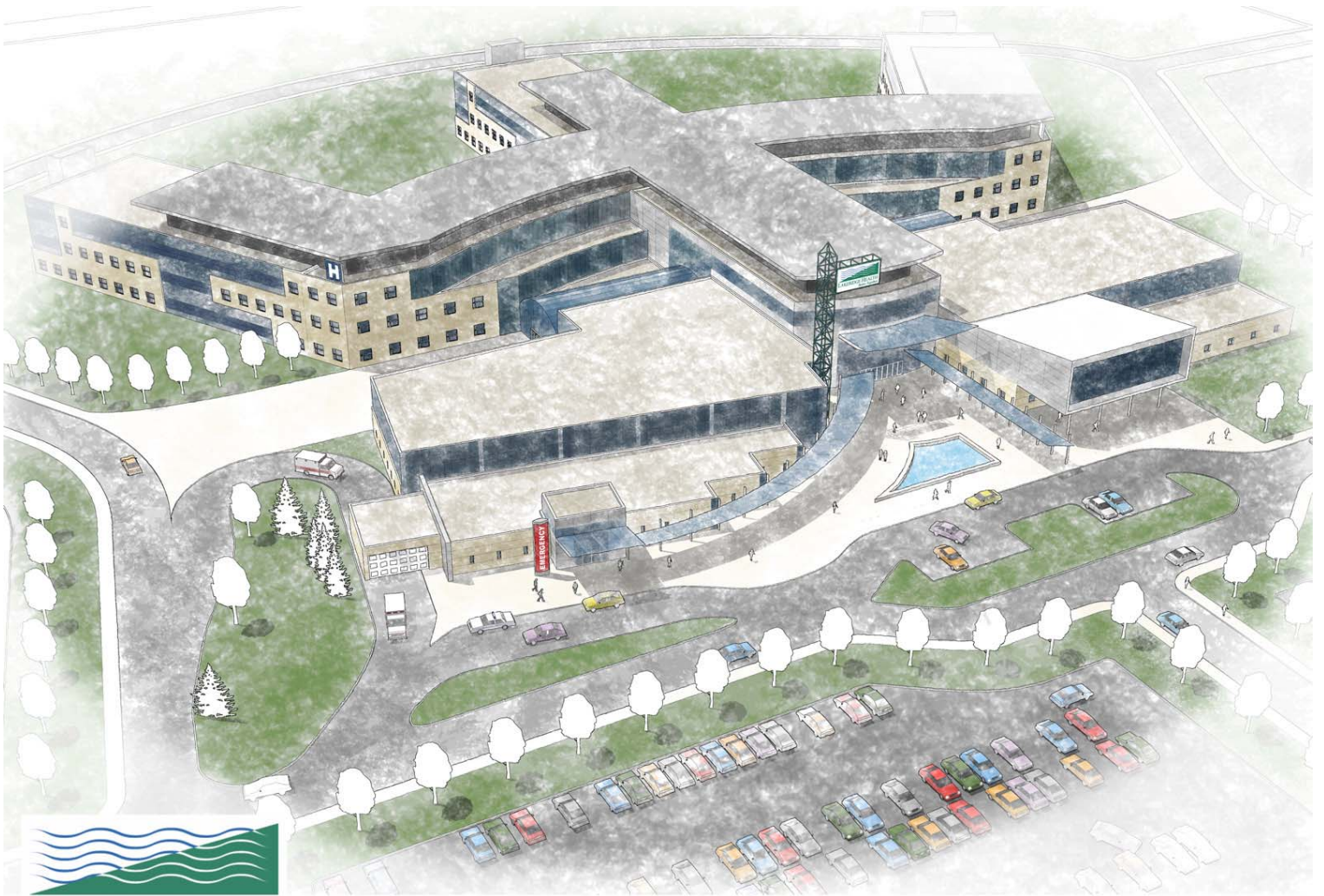


# WORKING TO MEET WHITBY AND AREA'S HEALTHCARE NEEDS FOR TODAY AND TOMORROW



## LAKERIDGE HEALTH WHITBY

ARTIST'S CONCEPTUAL RENDERING

OCTOBER 2006

## DRAFT HOSPITAL VISION

*For Comment and Consultation*

# BACKGROUND

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## **BRIEF HISTORY OF EVENTS:**

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Lakeridge Health (LH) is one of the largest community hospitals in Canada serving a fast growing and aging population of approximately 500,000 people in 6 of the 8 municipalities making up Durham Region, as well as residents from surrounding areas. LH operates 3 acute care sites and several specialty sites: LH Bowmanville, LH Oshawa, LH Port Perry; and LH Whitby (Centre for Health and Aging), Pinewood Addiction Services and Destiny Manor (respectively).

In March 1999 LH received the Health Services Restructuring Commission (HSRC) final, legally binding directions on capital and service restructuring. It directed LH to: redevelop LH Oshawa; transfer hospital services from LH Whitby to LH Oshawa and the Ajax site of the Rouge Valley Health System; and close the LH Whitby site by June 30, 1999.

On March 8, 2001 LH made a request to the Ministry of Health and Long-term Care (MoHLTC) that the LH Whitby site remain open for Long-term Care beds, specialized Geriatric Services and Dialysis. In February 2003, the Ministry of Health and Long-term Care (MoHLTC) amended the HSRC directions to allow the Whitby site to remain open – operating complex continuing care (i.e. chronic care), dialysis and related clinic services.

In October 2003, LH submitted a \$17.5 million request for building infrastructure upgrades for LH Whitby. In January 2005, the MoHLTC directed LH to prepare a comprehensive business case on options for LH Whitby. That report was reviewed by the LH Board of Trustees in February, 2006 and submitted to the Ministry.

In the recent by-election, all provincial parties agreed on the need for a new hospital facility in North Whitby. Additionally, recognizing the intense need for additional access to health related training, some municipal officials have suggested that, in partnership with LH, additional health related training opportunities be co-located with UOIT and Durham College. LH could become a ‘teaching hospital’ similar to what exists in other areas (e.g. downtown Toronto, Credit Valley, etc.).

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## **DECISION DRIVERS (BUILDING ISSUES & OPTIONS, DEMOGRAPHICS, AND HEALTHCARE TRENDS)**

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### **A) Building Issues and Options for Lakeridge Health Whitby (bricks and mortar)**

The Review of (and options for) the current LH Whitby site (built in the late 1960s) found that:

i) Functionally:

- ✓ there is very limited capacity for expansion within the current building. In fact, renovations to bring the space to current standards (healthcare and building code) would require that bed capacity be reduced.
- ✓ the upper two levels do not meet current standards for space, accessibility and environment.
- ✓ all of the programmed (care) areas have serious issues with the building’s aging and deteriorating infrastructure.

ii) Structurally:

- ✓ the building envelope (exterior wall, roof, windows) requires immediate, significant repair to address age-related deterioration.
- ✓ Interior living components, washrooms, storage units are not appropriate for Complex Continuing Care and Rehabilitation patients (functionally and structurally).

iii) Mechanically:

- ✓ systems have been maintained but many components are at or near the end of their useful life and need replacement (i.e. boilers, chillers, air handling units, fans, pumps, fuel storage tanks)

- ✓ if the building is to be maintained in the long-term as an inpatient healthcare facility, a new building management system is recommended as are upgraded air supply distribution and fire alarm systems.

***In light of the urgent infrastructure requirements and the usual lengthy capital review and approval processes for hospitals, LH Whitby requires urgent, “do minimum” upgrades, regardless of the long-term option chosen. In addition, long-term options for LH Whitby included:***

1. Renew and Redevelop the existing LHW Building for all existing inpatient and outpatient services
2. Renew and redevelop the existing LHW building for outpatient and non-inpatient uses only and develop new inpatient uses in alternative ways (i.e. current LHW site, other LH or partners sites, new site)
3. Decommission and demolish the existing LHW building and develop new facilities for both inpatient and outpatient services in alternatives ways (e.g. new LHW site)

*The review provided broad costing of these options which demonstrated that for options 2 and 3, costs were relatively similar (included were costs of temporary moves and accommodation during construction of existing building).*

## **B) The Town of Whitby and Surrounding Areas – Growing in Leaps and Bounds**

- ✓ Whitby and area, particularly to the North, is growing significantly. With the provincial government’s focus on growth in the east GTA (“Places to Grow”) and with expected investments in transit (amalgamated Durham Transit system) and transportation infrastructure (407 extension), this growth is expected to continue.
- ✓ In the Whitby, Oshawa and Clarington, land availability near the 401 corridor is scarce. Growth has been, and is expected to continue to be, concentrated north of the current city centres.

## **C) Healthcare Service Trends**

- ✓ The vast majority of treatments and procedures are done on an outpatient/day basis. Progressively fewer procedures require the use of overnight stays in hospital. Ontario has one of the lowest rates of beds per person in Canada.
- ✓ Access to family physicians is becoming more difficult across Ontario with a recent College of Physician and Surgeon study showing that only 11% of physicians accepting new patients. Whitby, Clarington, Oshawa and North Durham are all designated as under-serviced.
- ✓ The recruitment and training of new physicians is a priority for government and significant funding is being provided to universities to increase the number of education and training places. However, shortages of physical space (i.e. education classrooms) and hospital placement opportunities remain pressures.

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## **LAKERIDGE HEALTH BOARD OF TRUSTEES DIRECTIONS**

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On February 9, 2006 the Lakeridge Health board of Trustees approved a two step approach with respect to short/medium term capital plan for LH Whitby and the development of a long-term vision.

1. *the Board immediately set up a task force with key stakeholders, to identify the facility requirements in Whitby in response to the population growth in Durham, and thereby enable a Business Case to be prepared and submitted to Ministry of Health and Long Term Care (MoHLTC) no later than the Spring of 2009. (medium to long-term planning/solutions)*
2. *the Board accept the submission of the Business Case for the future development of Lakeridge Health Whitby (LHW), and forward it to MoHLTC (includes shorter term – “do minimum” – improvements (approximately \$14 million))*

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## **MOVING FORWARD**

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A Technical Working Group and Lakeridge Health’s Planning and Development program will support the group to ensure that the Ministry’s capital requirements and processes are fulfilled.

# THE NEW LAKERIDGE HEALTH WHITBY – FUTURE PLAN

The new facility is in the planning process, to be constructed in Whitby to replace the current Lakeridge Health Whitby site. A new state of the art hospital will include the current services, enhanced services and programs and will be more appropriately located to serve the growing population in Whitby and North Oshawa. The hospital will also play an enhanced/expanded role in training healthcare professionals aligned to meet local, regional and provincial needs.

## A) Services and Care

The new hospital will provide capacity for the current services at Lakeridge Health Whitby and needed additional capacity for the area for the growth anticipated over the next two decades.

### Services at Current LHW site

Lakeridge Health Whitby currently provides vital regional services to residents in East Durham and beyond, and plays an important role in the LH hospital network. Many of the services are unique to the network and/or act as the primary centre (with satellite services in other locations closer to patients). The services include:

✓ Complex Continuing Care	✓ Pharmacy	✓ Social Work
✓ Falls Prevention Clinic	✓ Infection Control	✓ Seating Clinic
✓ Kidney Care Clinic	✓ Volunteer Services	✓ Day Hospital
✓ Outpatient Nephrology	✓ Headway (Head Injuries)	✓ Diagnostic Imaging
✓ Spiritual Services	✓ Palliative Care	✓ Positive Care Clinic (AIDS/HIV/TB)
✓ Geriatric Rehab Assessment Unit	✓ Outpatient Speech-Language	

**A new facility will house these services.** Other complementary services (provided by Lakeridge Health or other partners) could also be added to provide a larger scope of care (see section (B)).

### Emergency Department

Despite the prospect of additional, improved Emergency Departments at LH Oshawa and Rouge Valley Health System (Ajax/Scarborough), we will need additional capacity in future years that is being planned for the new Lakeridge Health Whitby facility.

An Emergency Department open 24 hours per day, 7 days per week will be included in the planning for the new LH Whitby site, with services fully co-ordinated with other area hospitals.

### Beds

The new facility will have hospital beds appropriate to the regional service plan of the CE LHIN. Its design will be flexible to allow expansion in the future as needs grow.

### Other Day and Outpatient Services

A full review of more common illnesses at a local level and the make up (current and forecast) of the population in Whitby and surrounding area (including north Oshawa) will also permit the identification of other day and outpatient services appropriately provided in the new facility. These would likely include prevention, diagnostic and treatment services.

## B) Partnerships/Co-Location of Services

The navigation of the different silos of care is often one of the most difficult and stressful experiences patients and their families can have. The new LH Whitby model would look to create new, and maximize existing, **partnerships with other healthcare services** to provide a more seamless point of care for patients. These could include on-site long-term care beds, Community Care Access Centre and other important/related services.

### **C) Training Role**

In addition to the current **education and hands-on training** at Lakeridge Health, a new LH Whitby would look at innovative partnerships and co-location opportunities to expand local (e.g. UOIT/DC) and provincial capacity (other universities and colleges) to train healthcare and health-related professionals.

The new hospital will be designed in collaboration with UOIT, Durham College and other universities to be an important training and teaching resource.

**Please feel free to copy this document**

**Copies of this document can be obtained at the following locations:**

#### **Electronically:**

Lakeridge Health website:

[www.lakeridgehealth.on.ca](http://www.lakeridgehealth.on.ca)

Town of Whitby website:

[www.whitby.ca](http://www.whitby.ca)

Lakeridge Health Foundation website:

[www.lhwf.ca](http://www.lhwf.ca)

#### **In person at:**

Town of Whitby locations:

**Town Hall** (575 Rossland Road East), all Whitby **Recreation Centres**, all Whitby **Public Libraries**

Other Locations:

#### **Lakeridge Health Whitby**

300 Gordon Street  
Whitby ON L1N 5T2

#### **Lakeridge Health Corporate Offices**

1-850 Champlain Avenue  
Oshawa ON L1J 8R2





