



GRAND RIVER
HOSPITAL



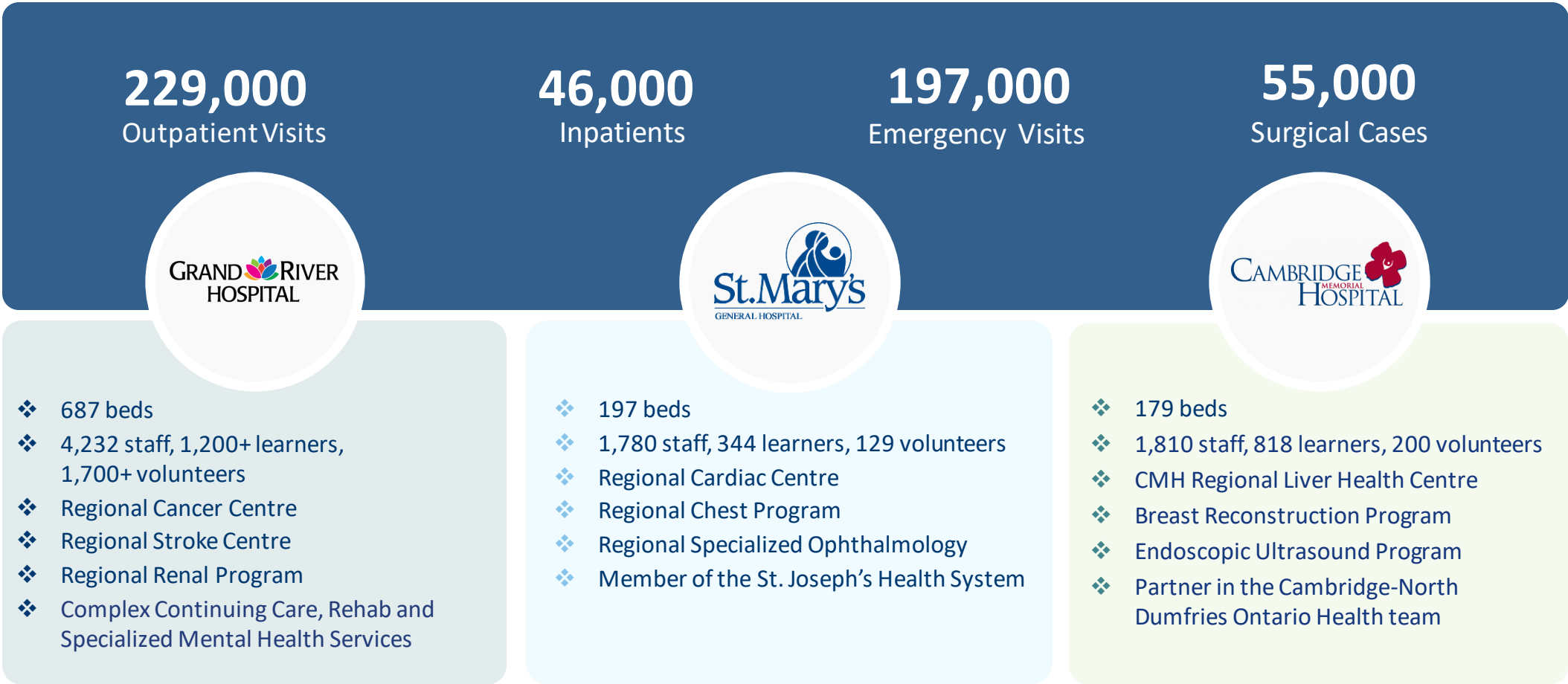
REGIONAL HOSPITALS UPDATE

Region of Waterloo
City of Kitchener
City of Cambridge
City of Waterloo
Township of North Dumfries
Township of Wellesley
Township of Wilmot
Township of Woolwich

June 23, 2023



Our Hospitals Serve Waterloo Region Everyday



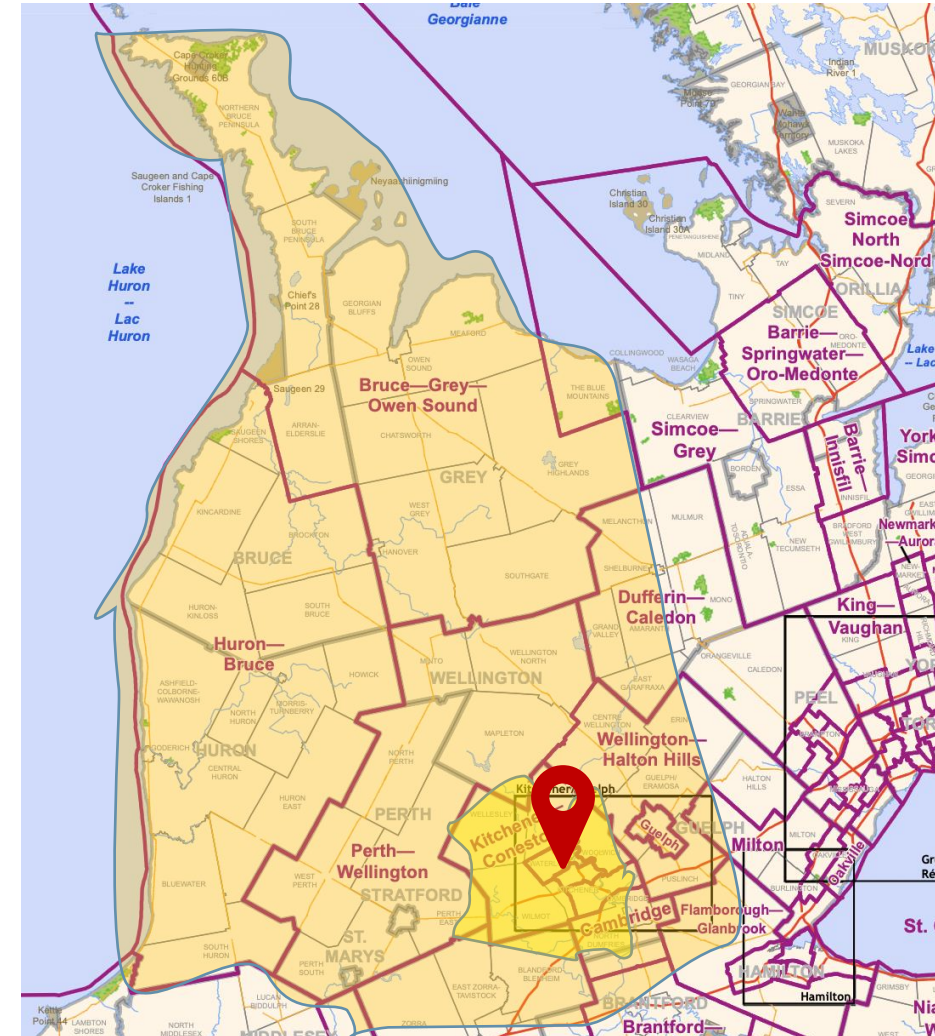
* 2022/23 data

Our Hospitals Serve Over 1.4 Million People Today

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

This is often for our regional programs:

- Regional Cancer Centre
- Regional Stroke Centre
- Regional Renal Program
- Regional Cardiac Centre
- Regional Chest Program
- Regional Specialized Ophthalmology



We are all committed to partnering to care for our community

| GRAND RIVER HOSPITAL | ST. MARY'S HOSPITAL | CAMBRIDGE MEMORIAL |
|---|--|--|
| Deliver a world class experience for patients, families, and team members | Expand equitable access to high quality, empowered care | Advance health equity |
| Partner to create a world class health system | Transform connected care with our partners and community | Elevate partnerships in care |
| Innovate and transform health care delivery | Develop our team of care today and the future | Reimagine community health |
| | Embrace new ways to innovate health care | Increase joy in work |
| | Build for growth | Sustain financial health |
| A world class health system supporting healthier lives. | Inspiring excellence. Healthier together. | Creating healthier communities, together. |

Every day we work together

- Shared spaces and patient transfers for the best care in the right place
- Administrative partnerships with regular connections, communications and meetings to align on policies and practices
- Shared voice on many topics, with CEOs, Chief Nursing, HR and Communications
- Shared donors - Hallman Foundation supporting all our staff wellness

A message on Emergency Department wait times for Waterloo-Wellington hospitals

Waterloo-Wellington hospitals continue to experience increased volumes in our emergency departments.

Patients requiring care will be prioritized based on urgency, regardless of the hospital you choose to go to. If your need is less urgent, we ask that you please be prepared for longer wait times.

Our team members continue to come to work tirelessly every day to support patients and provide the best care possible; please be patient and kind as we do our best to see you as soon as we can.



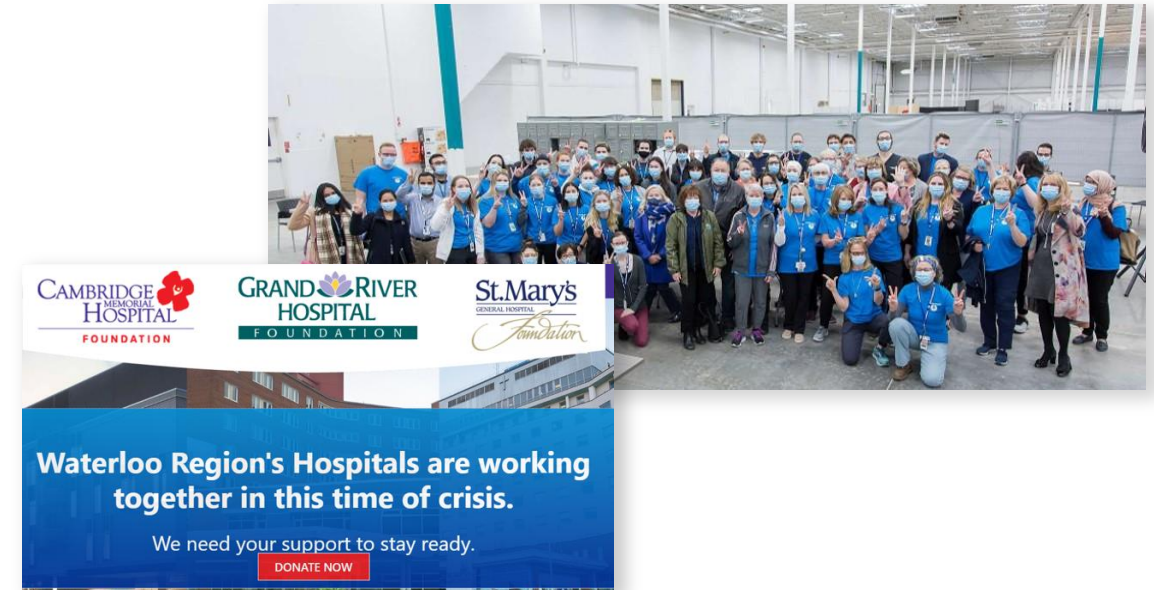
Responding to community need

- Work within and across Ontario Health Teams, and in multi-sector partnership
- Constantly assessing and responding to changing population demographics and geography
 - Rural and urban partnerships
 - Outreach to provide specialized care in community
 - Evolving hospital care to meet increasingly diverse Regional composition



Responding to acute care challenges, together

- Shared response to COVID-19
 - Region Ready - rallying the community to support
 - Shared voice - regional COVID-19 response spokesperson & partnerships on community town halls
 - COVID-19 vaccine clinic partnership
 - and many more examples throughout the pandemic
- Joint response to epidural shortage last summer, together with our partners at Guelph General Hospital



Kitchener-Waterloo

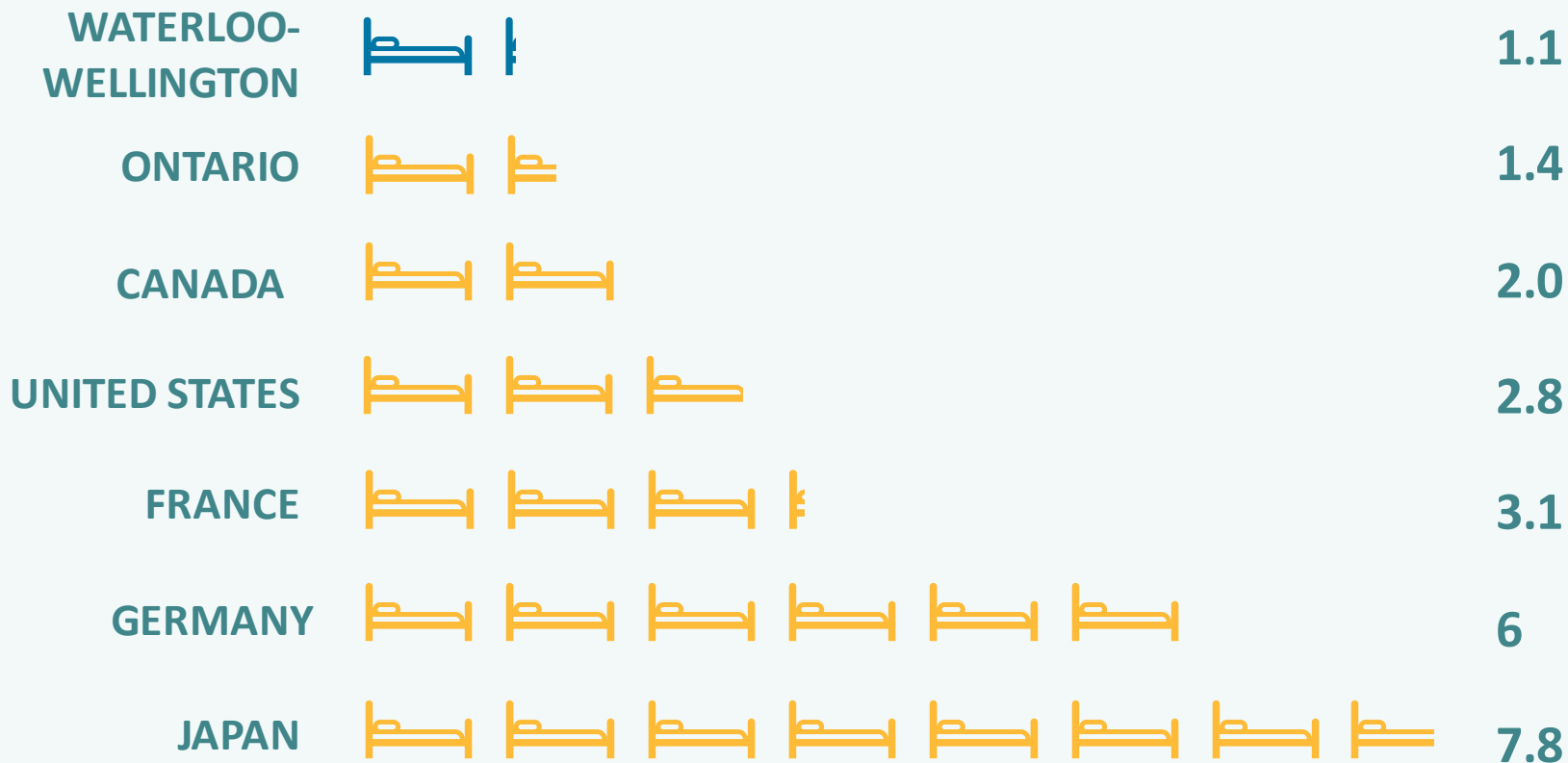
Global shortage has hospitals in Waterloo region, Guelph conserving epidural supplies

Hospital Challenges in the Region of Waterloo

- Aging infrastructure and space constraints
- Rapidly increasing and aging population with specialized and complex care needs
- Projected population growth of 45%
- Backlog of surgical and cancelled procedures from the pandemic
- Health human resources shortages, including in primary care and homecare



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



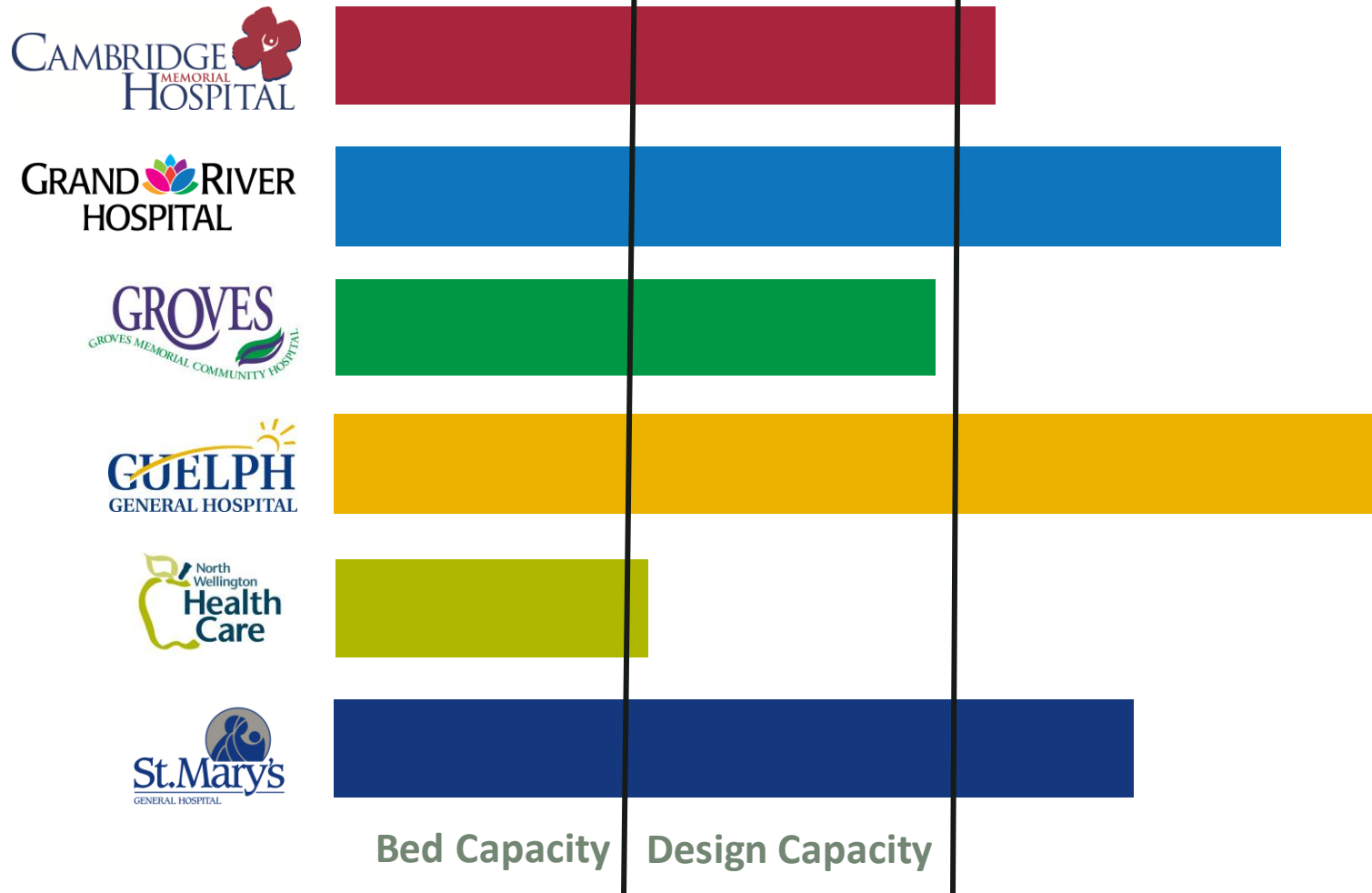
More Beds Needed Per Day:


360
Across WW

257

In Waterloo Region Alone

Emergency Department Operating Capacity



 **43 people waiting regionally in EDs for an inpatient bed each day.**

4 of 6 EDs Operating Beyond Design Capacity 

Health Care Supports our Regional and Provincial Priorities

- Support economic growth
 - World-class health care is appealing to the global businesses looking to locate in Waterloo Region
- Provide “Connected and Convenient Care” as outlined in the MOH’s Your Health: A Plan for Connected and Convenient Care
 - Working with KW4 and CND Ontario Health Teams, health and social services
- Opportunities for innovation
 - Research
 - Partnerships with university and colleges
 - Collaboration with our local tech, innovation, manufacturing hub

Areas of Growth



- Introducing Neurosurgery in partnership with Hamilton Health Sciences
- Positron emission tomography (PET) scanning
- Increasing MRI capacity
- Further AI innovation in the delivery of care




- Expanding Cardiac, Chest and Eye Regional programs
- Expanding diagnostics
- Exploring Head and Neck Program
- Launching Clinical Teaching Unit



- Post Construction Operating Plan
- Capital Redevelopment Project



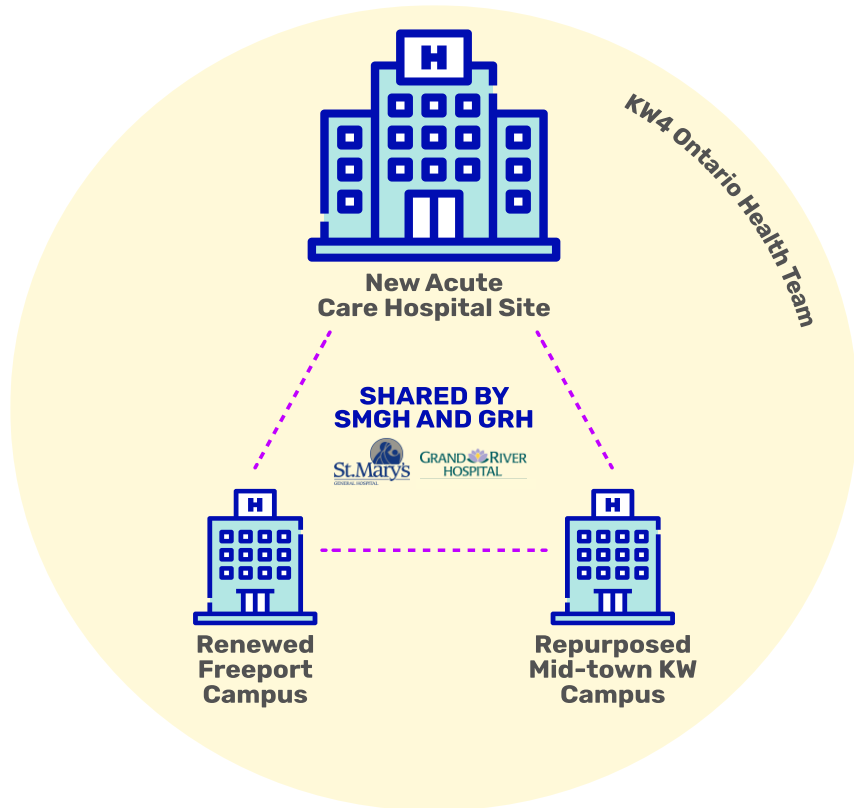
- Building the Future of Care Together (Grand River and St. Mary's General Hospital)



**BUILDING THE
FUTURE
OF CARE
TOGETHER**



Our Joint Master Plan Proposal to the MOH



- Cambridge Memorial Hospital’s new build is “Phase I” of hospital redevelopment in the region.
- Grand River and St. Mary’s General Hospitals are leading the planning for “Phase 2” for new and renewed hospital infrastructure in Kitchener Waterloo.
- The MOH proposal was developed by GRH and SMGH in partnership with CMH and KW4 OHT.
- The proposal includes three sites to be shared by GRH and SMGH.
- The planning departments across all municipalities have been engaged on this plan.

Building the Future of Care Together in KW is a Unique Opportunity

This project will provide benefits to our hospitals, community and province.



SMGH and GRH are proposing **one master plan** voluntarily to serve the community. We will **share space** across three sites creating a more integrated patient experience and reduce duplication.



We have an opportunity to bring together Waterloo Region's **technology, innovation and education partners** to create the hospital of the future.



We will create a **pipeline of health care providers** through our partnerships with excellent post-secondary education institutions in our community.



A state-of-the-art hospital will **attract global talent and business** to Waterloo Region.

Some of Our Partners + Supporters:

- Communitech
- Greater KW Chamber of Commerce
- University of Waterloo
- Laurier University
- Conestoga College
- McMaster University

What's Next

- Continue working with Ministry of Health for Stage 1.2 approval and approval of 3-site project
- We are conducting a site selection process to identify a preferred site for a proposed new joint hospital in Kitchener-Waterloo.
 - *Engagement with the community across all municipalities on Site Selection Criteria will be very important to inform site options*
- Internal visioning and preparing for next stage of planning and engagement
 - *The next stage of planning will result in more accurate scope and costing to inform future local share discussions*
- On-going partnership with local municipalities to ensure alignment on planning

How you can help

- Continue to support our hospitals and front-line workers
- Create excitement and positive energy around new hospital infrastructure to serve Waterloo Region and beyond
- Be champions for the project and support advocacy efforts when required

Vision

Creating healthier communities, together.

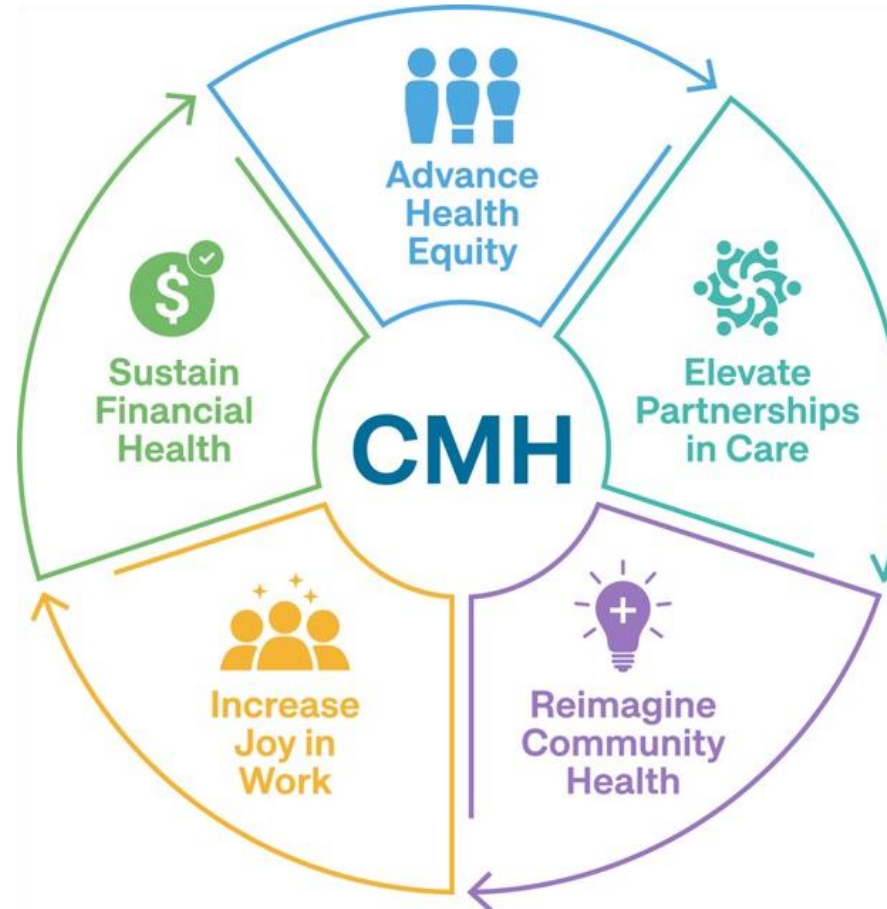
Mission

An exceptional healthcare organization keeping people at the heart of all we do.

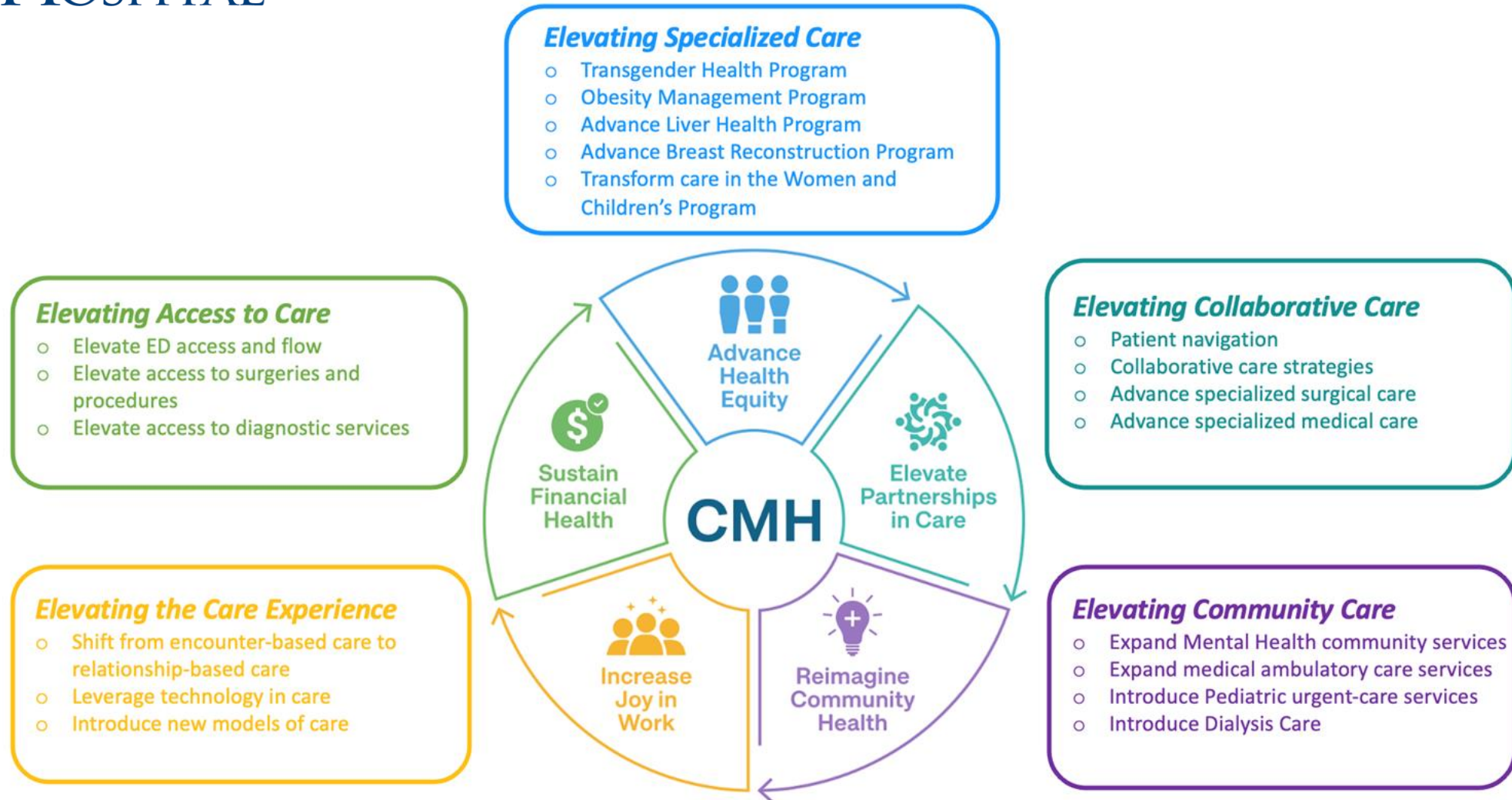
Values

Caring
Collaboration
Accountability
Innovation
Respect

Strategic Pillars



Clinical Growth Plan



Master Program Plan



Our long-term future



Last updated in 2013



Board of Directors in 2024



New construction?



How We Can Work Together

1 Continued support for the redevelopment projects

- Establish GRH and SMGH joint redevelopment project – Building the Future of Care Together – the top priority in the region

2 Support our efforts on recruitment and retention

- Explore opportunities for partnership to bring health care workers to our community

DISCUSSION