

Emergency Department Redevelopment – Community Input

Results of Town Hall Meetings & Community Feedback

FINAL Version October 18, 2021

Overview

Process

- 2 "Town Hall" Meetings were held to gather perspectives and feedback from staff and the St. Boniface community on the Emergency Department Redevelopment
 - September 14: Staff Session
 - September 21: Community Session
- Presentation Panelists:
 - Martine Bouchard, President & CEO, St. Boniface Hospital
 - Mike Nader, CEO, WRHA
 - Jerald Peters, Principal, ft3 Architects
 - Sue Owen, CEO Impreza Consulting
- Dialogue and presentations for both meetings were scripted using approved language from WRHA and St. Boniface Hospital (Appendix A)
- Principal Consultants from Bounce Design (Dean Smallwood and Oai Trung) coordinated the Zoom Platform used for both meetings
- The event was communicated to staff using SBH internal communication vehicles
- Approximately 7500 invitation postcards were sent by mail to residents of the SBH community to invite participants to attend
- All participants were required to register for the event
- There were 49 participants at the Staff Meeting and 37 at the Community Meeting
- Dialogue with participants was facilitated using the Chat functionality (Appendix B) ; Sue Owen moderated the session
- Participants were encouraged to continue to provide feedback using the email address <u>talktomartine@sbgh.mb.ca</u>
- Results from these sessions have been summarized in this document as: Comment, Feedback or Question

Results: *Key Themes Arising from Staff Town Hall Meeting*

Са	pacity	Ра	rking	Ge	neral Flow	Ge	eneral Feedback
1.	Concern: the additional capacity in the ED will place strain on the inpatient units – questions regarding the ability of Medical/Surgical /Critical Care/ICU to manage the additional patient volumes entering the hospital through ED. Questions/comments regarding the need for additional beds & additional capacity in these other units	1. 2. 3.	Concern: availability of parking for staff; question regarding consideration for a parkade to accommodate all parking needs Question: are stretcher services also expected to park in the emergency ambulance bays? Was this taken into consideration? Concern: only 4 EMS spots behind triage	1. 2. 3.	Concern: Access to the loading dock through the parking lot has increased potential for collisions Feedback: meeting the needs of SBH's Obstetrical population; many OB patients enter the hospital after hours – question regarding how these patients will be "flowed into" the building Question: what is the plan for a	1. 2. 3.	Feedback: Great investment Feedback: Residents of St. Boniface catchment deserve an efficient place to care for patients Question: Will the new waiting room have climate control? Concerns regarding maintaining a temperate environment – cold
2.	Feedback: waiting room capacity and assurance that the waiting room will be able to accommodate increase in ED volumes	5.	will be insufficient	4.	secondary exit from floor Y3 Questions: what happens when the elevators go out of order and staff are caring for a resus patient; or what	4.	in winter/hot in summer with doors open Question: how will delivery of Cancer Care services be
3.	Question: does the design allow for future expansion if needed?				happens when staff are caring for multiple resus patients simultaneously?	5.	affected? Comment: direct entrance to CT
4.	Question: are patient registration clerks part of the design/plan? Comment that the previous plan did not create space for these staff			5.	Question: how does the design facilitate traffic flow between shipping and receiving? Comment that trucks might have issues coming/going making	6.	from resus looks great Comment: design appears to accommodate a larger resus room and negative pressure
5.	Comment/Concern: Comment that the plan does not call for an increase in I/P beds outside of ED; however the increase in ED volumes will have an impact on the Pharmacy. The relocation of the Pharmacy will separate teams from current state (not ideal) to a worsened future state. The segregation decreases efficiency and reduces the			6. 7.	deliveries Question: is rooftop access to Cardiac Catheterization Lab and ICMS meant to be covered? Comment: design as illustrated looks like it will improve flow for patient drop off		resus room
	ability for teams to work effectively. The increased isolation will not be good for overall team cohesiveness						2

Results: *Key Themes Arising from Community Town Hall Meeting*

Capacity	Parking	General Flow	General Feedback
	 Question: is there any consideration to converting the south parking lot to a parkade? Comment/concern: ambulance bays half a grade below may cause a problem with snow and ice in the winter Comment/concern: a parking garage south of the ED would allow for space for a heliport Feedback: residents who live near the hospital should not be concerned as there is a building, parking lots and a parkade in between the construction zone and their home 	 Question/comment/concern: elevator only access to the ambulance bay – concern what will happen to patient flow/transportation/care if the elevators are out of service Comment/question: given the current elevator system with direct access to the Cath Lab, will patients from other hospitals go directly to the Cath Lab or will they need to be seen in the ED first? Concern: having the ED and ambulance bays not all on one level – particular concern if there is a large emergency with many patients Question/comment: stairs to the entrance of the ED; may be bad in winter Comment/concern: many of the commercial zones near the hospital will be concerned about (a) pedestrian traffic (b) vehicle traffic (c) the building of a helipad and (d) noise related to construction and helipad Question: Will Tache Avenue close completely? 	 Question: what does 'constant contact' with the community look like? Question: was there an opportunity for staff to provide feedback? Comment: more capacity is always great – hospital looks aged right now Comment: love the use of space and the way treatment rooms are off the central hallway Comment: have a long, boring wall along Tache General Questions: upon seeing the architect rendering, some questions as to how wide the parking drop off is/how many cars can be accommodated Question: where stairs went Comment: love the accessibility at the curb facing south Comment: public/community would welcome ongoing feedback through emails and posts on website Comment: like to see the legacy of the Grey Nuns continue at the ED

Appendix A







Welcome Martine Bouchard, President & CEO Saint Boniface Hospital





INDIGENOUS LAND ACKNOWLEDGMENT



Land Acknowledgement

We acknowledge that while this session is being conducted virtually, Winnipeg is located within Treaty No. 1 Territory, the traditional lands of **the Anishinabe (Ojibway)**, **Ininew (Cree), Oji-Cree, Dene, and Dakota**, and is the Birthplace of the Métis Nation and the Heart of the Métis Nation Homeland.

As a Faith-based organization, Saint Boniface Hospital plays a major role in ensuring that our care and our culture supports Diversity, Equity and Inclusion. We take this leadership role very seriously and are grateful for all opportunities to be in service of the Winnipeg community.



Our Objectives for Today

1. Introduce our Presenters

- 2. Introduce our plan for the Emergency Department Redevelopment
- 3. Listen to and learn from you
- 4. Summarize your feedback
- 5. Confirm next steps including how you can provide additional feedback





Our Presenters



Ms. Martine Bouchard
 President & CEO
 Saint Boniface Hospital











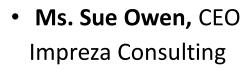


Architecture Landscape Interior Design • **Mr. Jerald Peters,** Principal Ft3 Architects

• Mr. Mike Nader, President & CEO

Winnipeg Regional Health Authority







Opening Remarks

Mr. Mike Nader, President & CEO Winnipeg Regional Health Authority



Transformation to Manitoba's Health Care System

- Transformation Goals:
 - Operating more efficiently
 - Improving access to services
 - Ensuring we meet the needs of the communities we serve
- Not without challenges
- Ensuring our system will be stable and sustainable for generations to come
 - Plans for the long-overdue modernization of health care sites across the province
 - The redevelopment of the St. Boniface Hospital emergency department is an important part of those plans







Opening Remarks

Ms. Martine Bouchard

President & CEO, Saint Boniface Hospital









Key Messages

• Today is about you

 The well-being of our staff, patients and community is our number one priority

• Within that priority is redeveloping and expanding our Emergency Department to serve you better









Our Commitment to the Saint Boniface Community

- The staff and volunteers at Saint Boniface are truly dedicated to providing safe, high-quality care for the people of Winnipeg. That won't change
- Our goal is to continue to communicate to and with you regarding what we are doing to minimize disruption and facilitate access to the services that our community needs

• We will be communicating with you early and often as demolition and construction progress



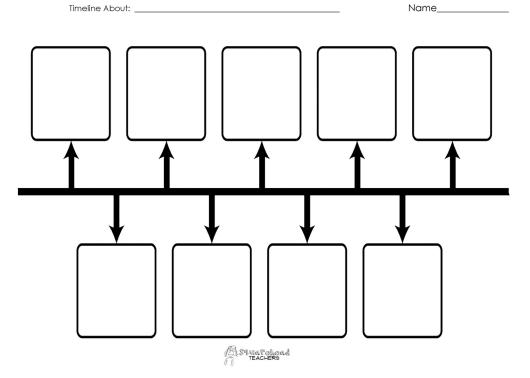




Q. What are the Project Timelines?

- Based on current estimates, the project should be complete by mid-2025 *this is a preliminary estimate only*
- Our current environment (Covid/election/changes in healthcare environment) makes it difficult to confirm an "exact" date – what we can do is keep everyone informed of dates *as/when we know them*.
- What we can tell you:
 - We anticipate that the project will encompass 86,200 square feet of new construction
 - 18,600 square feet of renovated existing space







Q. How Much Will This Project Cost?

- The most recent estimate for the project cost was \$94 million
- Estimate is based on preliminary planning
- The landscape in which we're working has changed even since that estimate was made in late July
- The designs have not been finalized; the budget will likely change as the designs are confirmed

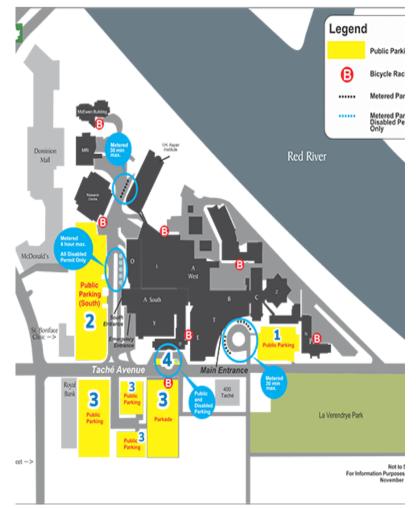






Q. How will the construction affect parking?

- We understand that accessible parking is important to staff, patients and visitors
- We do know that parking will be reduced during the demolition and construction periods
 - This can't be avoided
- So that you can plan your travel to/from the hospital:
 - We will work to keep you updated on the impact of construction on parking
 - We will do our best.

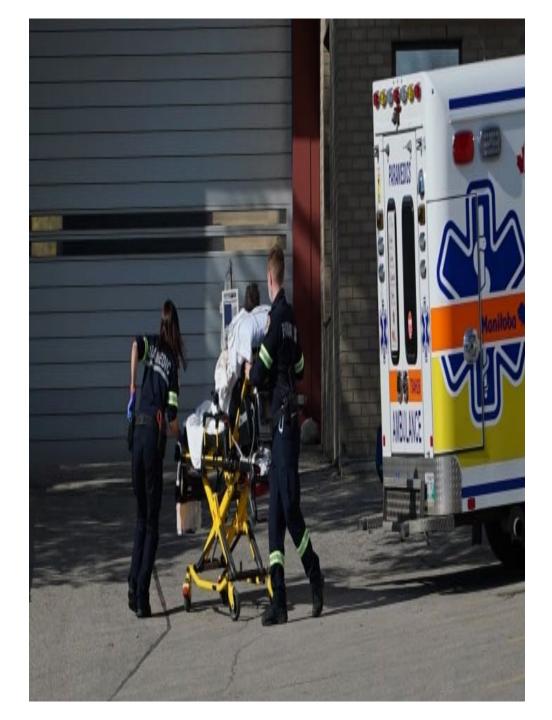




Q. Will the St. Boniface ED have reduced capacity and/or have to close at any point?

- Our goal is to keep the ED open
- It would be impossible to have zero disruption for a project this size
- What will be the solution for staff, patients and visitors during the redevelopment?
- Providing safe, high-quality care for the people we serve is our top priority
- We will do our best to:
 - Monitor all aspects of emergency and urgent patient care
 - Keep disruption to a minimum
 - Be in constant contact with you



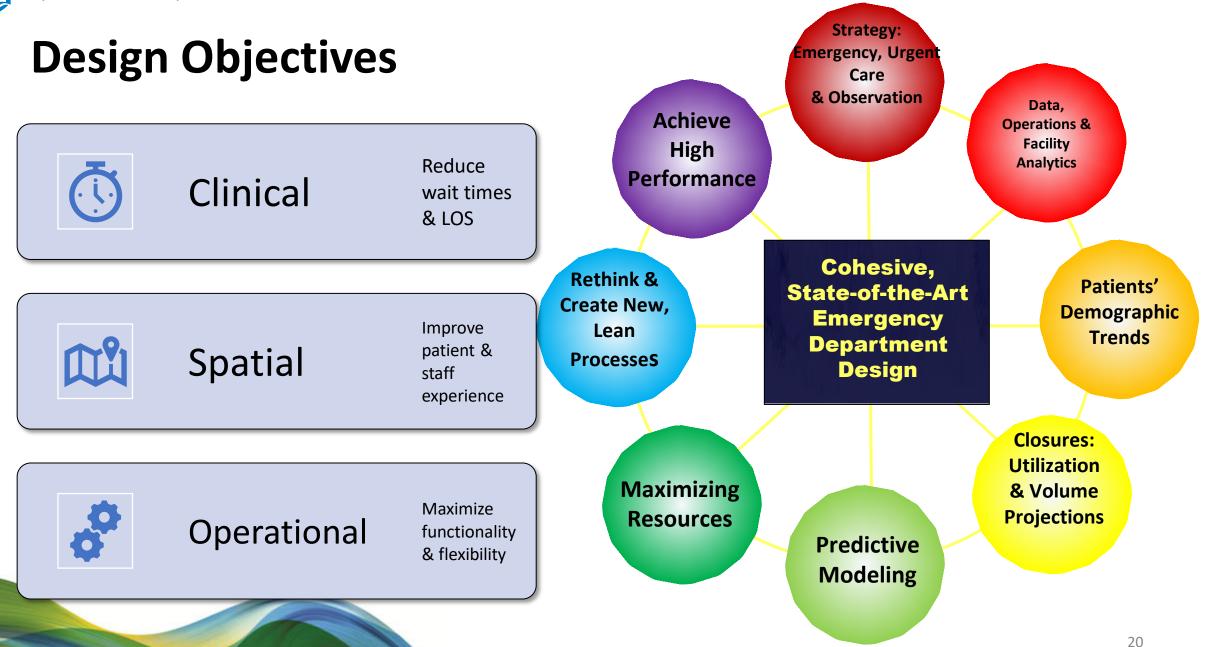






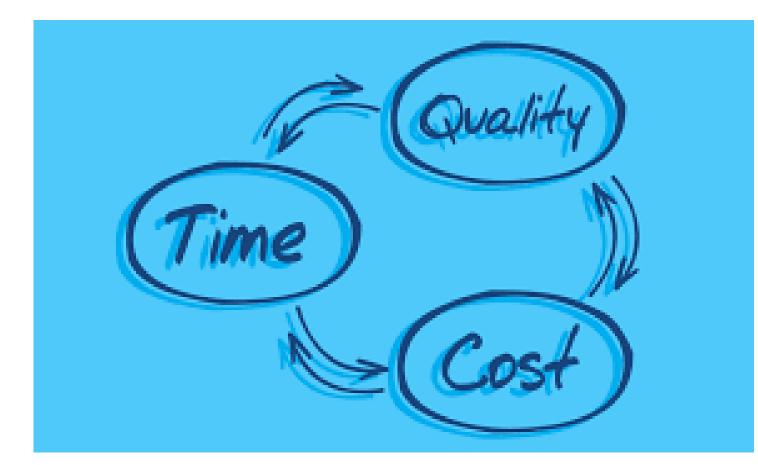
St Boniface Hospital Emergency Department Planning & Design

Jerald Peters, Principal, ft3 Jon Huddy, Senior Healthcare Planner, Huddy Healthcare Solutions





Project Objectives



• Project Schedule

Project Cost

• Quality & Risk Management



Context

- Existing Data & Conditions at SBH
- 3 Emergency Departments & 3 Urgent Care Centres in the WRHA
- Provincial Clinical & Preventive Services Plan
 - Transformation Planning & Initiatives
- Changing Demographics
 - Growing & Aging Population





ED Operational Data





Select Year

2019

CTAS

All

Age (group) All

Patient Arrival Patterns

Hôpital St-Boniface Hospit

HUDDY

2024



Hôpital St-Boniface Hospital St. Boniface Hospital Projected ED Visits

Scenario



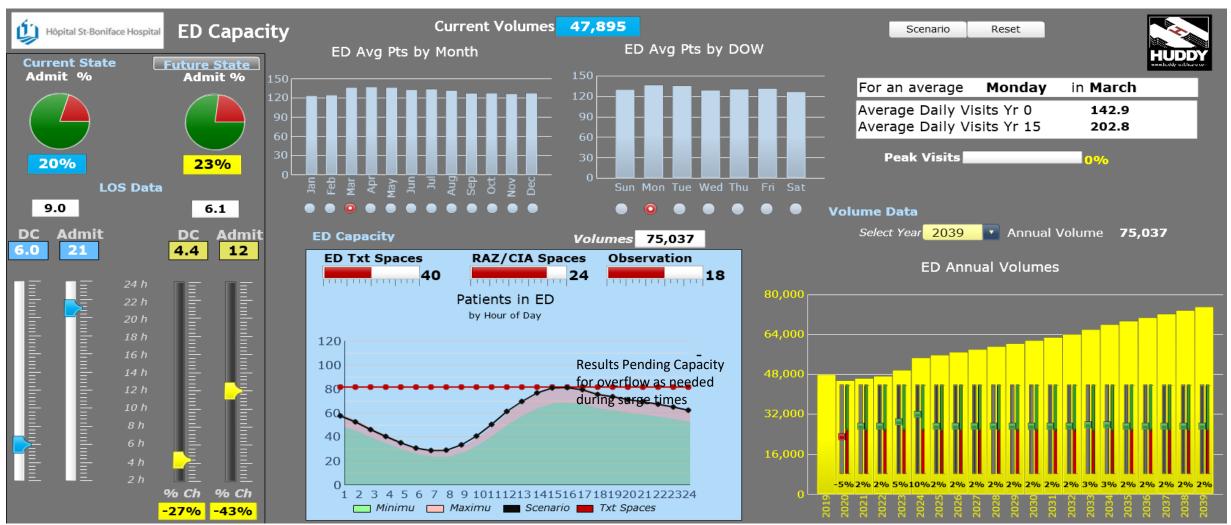


Total Service Area

					2019 Data					2029 Pro	jections	
Select Area	Age	Group	2019 Pop	2019 ED	2019 Use Rate	SBH 2019	SBH 2019	2029 Pop	2029 ED	2029 ED	SBH 2029	SBH 2029 ED
Total Service Area				Visits		ED Visits	Svc Area %		Use Rate	Visits	Svc Area %	Visits
Assiniboine South	U	nder 15	129,996	42,876	330	570	1.3%	156,032	330	51,260	1.3%	690
Obeursteurs		15-24	100,298	32,997	329	3,532	10.7%	108,338	329	35,388	10.8%	3,830
Downtown		25-44	237,019	71,362	301	11,221	15.7%	284,123	301	84,816	15.7%	13,317
Fort Garry		45-64	195,975	59,242	302	11,196	18.9%	212,294	302	63,980	19.0%	12,146
Otobotos		65-74	70,079	26,856	383	6,266	23.3%	91,789	383	35,175	23.3%	8,185
Inkster		75+	50,061	36,626	732	7,981	21.8%	74,290	732	54,261	22.3%	12,095
OPoint Douglas		Total	783,428	269,959	345	40,766	15.1%	926,865	351	324,880	15.5%	50,263
	%	6 of Service	Area Visits			85.3%					% of Service	85.3%
ORiver East					Total Visits	47,785				2020 0	Total Visits	58,925
River Heights		-			2029 Projecti					2039 Pro		
	Age	Group	2029 Pop	2029 ED	2029 Use Rate	SBH 2029	SBH 2029	2039 Pop	2039 ED	2039 ED	SBH 2039	SBH 2039 ED
Seven Oaks				Visits		ED Visits	Svc Area %		Use Rate	Visits	Svc Area %	Visits
OSt. Boniface	U	nder 15	156,032	51,260	330	690	1.3%	172,025	330	56,515	0.5%	761
◯St. James - Assinoba		15-24	108,338	35,388	329	3,830	10.8%	124,611	329	40,704	8.2%	4,405
St. James - Assinoba		25-44	284,123	84,816	301	13,317	15.7%	301,397	301	89,971	9.8%	14,126
OSt. Vital		45-64	212,294	63,980	302	12,146	19.0%	259,169	302	78,104	11.6%	14,826
<u>от</u>		65-74	91,789	35,175	383	8,185	23.3%	95,607	383	36,639	17.3%	8,526
Transcona		75+	74,290	54,261	732	12,095	22.3%	105,194	732	76,833	20.1%	17,129
Summary		Total	926,865	324,880	351	50,263	15.5%	1,058,003	358	378,766	15.8%	59,773
	%	6 of Service	Area Visits			85.3%					% of Service	85.3%
					Total Visits	58,925					Total Visits	70,074

2039 Capacity Forecaster - Volume 75,000 Visits

Admit LOS 12 hours



LOS Times decreased: Discharge from 6.0 hrs to 4.4 hrs (-20%) and Admit from 20.75 hrs to 12 hrs (-43%) Admit Rate 23%

Estimated Capacity Needs:

64 ED spaces (mix of ED and CIA) plus 18 Observation

25

Evaluation Process

- Two Stage
- Stage 1 Screening (7 options)
 - Functional Criteria
 - Site Criteria
 - 3 Selected

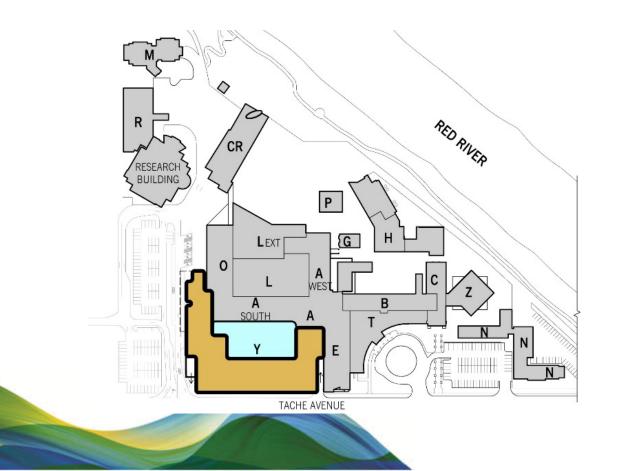
SBH ED Redevelopment Project Site Options Evaluation Matrix									
	Evaluation Score*								
Functional Assessment Criteria	Option A Expan/Reno	Option B Stand Alone	Option C1 Expan/Reno	Option C2 Expan/Reno	Option C3 Expan/Reno	Option D Expan/Reno	Option E Expan/Rend		
Accommodates all programmatic elements required within the ED (one floor)	4	0	4	4	4	4	4		
Minimizes travel distances to essential external departments and services	4	0	2	2	2	2	4		
Improves south entrance as a secondary access to the hospital	4	0	4	2	2	0	2		
Existing Services are fully operational during course of construction	2	4	2	2	2	2	2		
Eliminates and or minimizes decanting requirements of other programs	0	4	Ō	0	0	0	0		
Subtotal: Functional Assessment Score	14	8	12	10	10	8	12		
% Score: Site Feasibility	70%	40%	60%	50%	50%	40%	60%		
Site Schematic Criteria		Evaluation Score* Option A Option B Option C1 Option C2 Option C3 Option D Option E							
	Option A	Option B	Option C1	Option C2	Option C3	Option C3 Option D			
Minimizes construction phasing requirements / follows a reasonable strategy	2	4	2	2	2	2	2		
Seperates vehicular traffic (EMS, shipping and recieving and visitor/staff)	4	2	4	4	4	2	2		
Preserves existing parking capacity	2	0	2	2	2	2	2		
Accomodates Ambulance access and covered parking requirements	4	4	4	4	4	4	4		
	0	0	0	0			0		
Allows for future ED and or expansion to the campus	4	0	2	2	2	0	4		
Subtotal: Site Feasibility Score	16	10	14	14	14	10	14		
% Score: Site Feasibility	80%	50%	70%	70%	70%	50%	70%		
Combined Functional Assessment & Site Schematic Score /68	30	18	26	24	24	18	26		
	75%	45%	65%	60%	60%	45%	65%		

Total evaluation Score/188	30	18	26	24	24	18	26
Final Option Rank 1	4 1	4	2	3	3	4	2





Recommendation



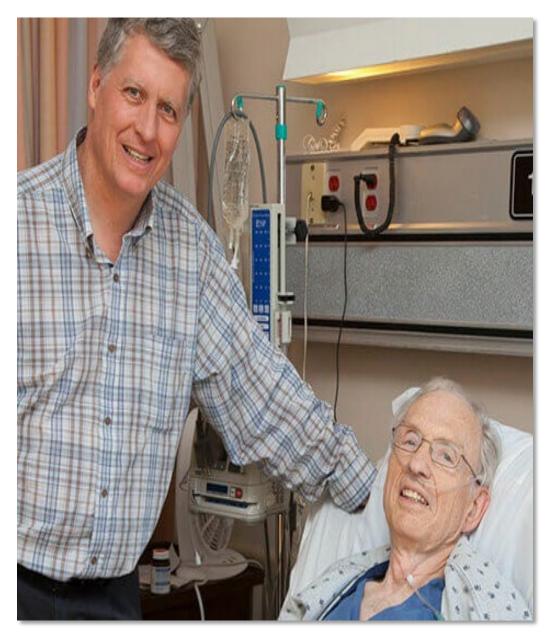
- Functional Program Report (October 15, 2020)
- Space Program V22
- Option A2
 - Highest Scoring Option
 - On budget
 - On schedule
- Supports / aligns with the <u>Provincial Clinical &</u> <u>Preventive Services Plan</u>

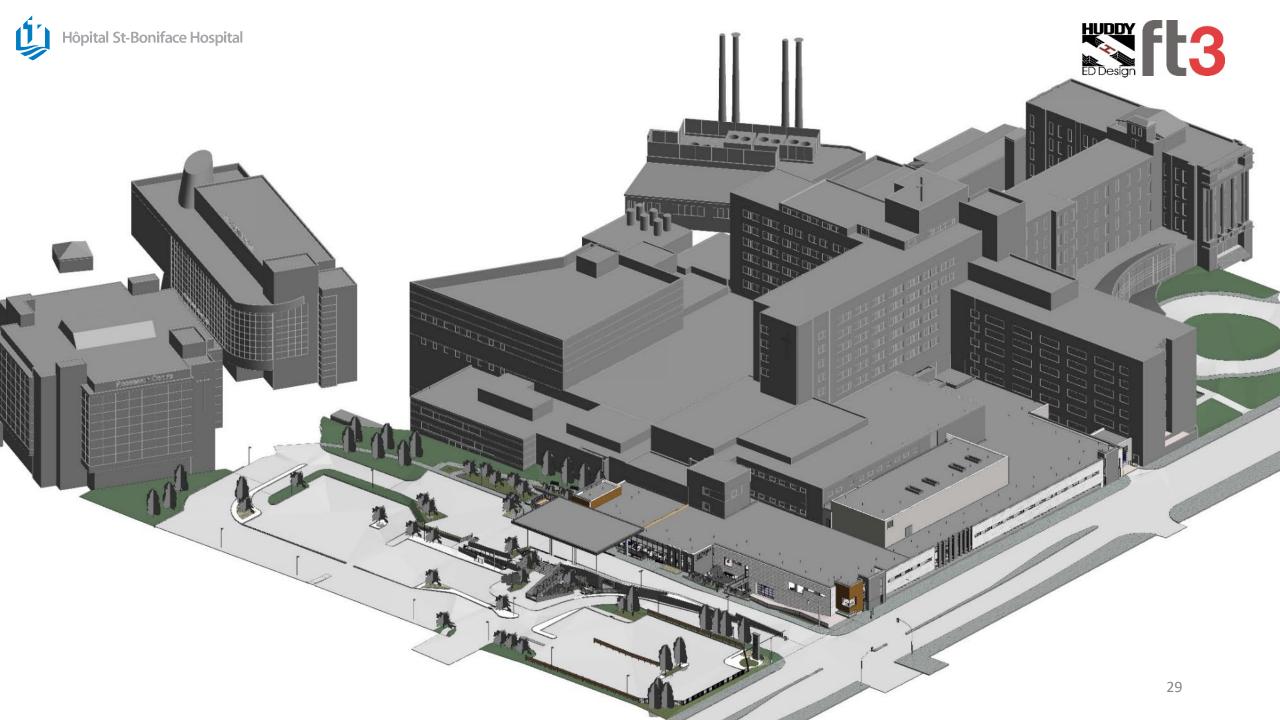


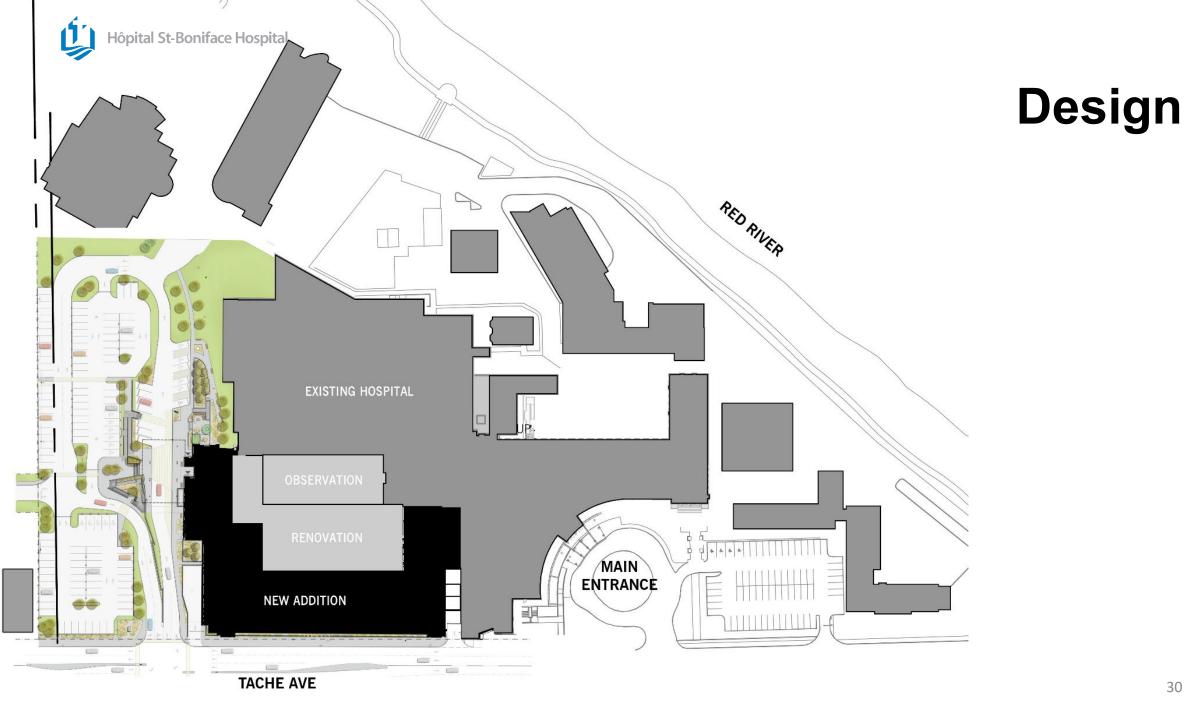
Anticipated Outcomes

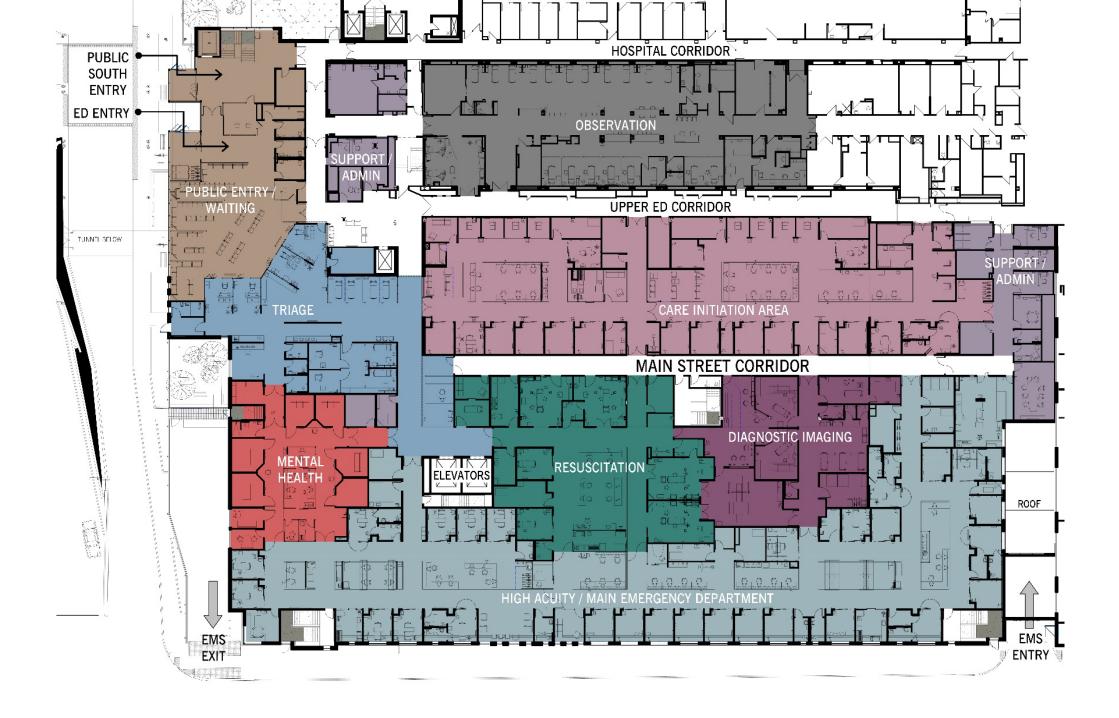
- Increase in Patient Volumes from 48,000/year to:
 - 55,000 on opening day
 - 60,000 in 2029
 - 70,000 to 75,000 in 2039
- Reductions in:
 - Discharge Length of Stay
 - Admitted Patient Length of Stay
 - Time to room
 - Time to provider

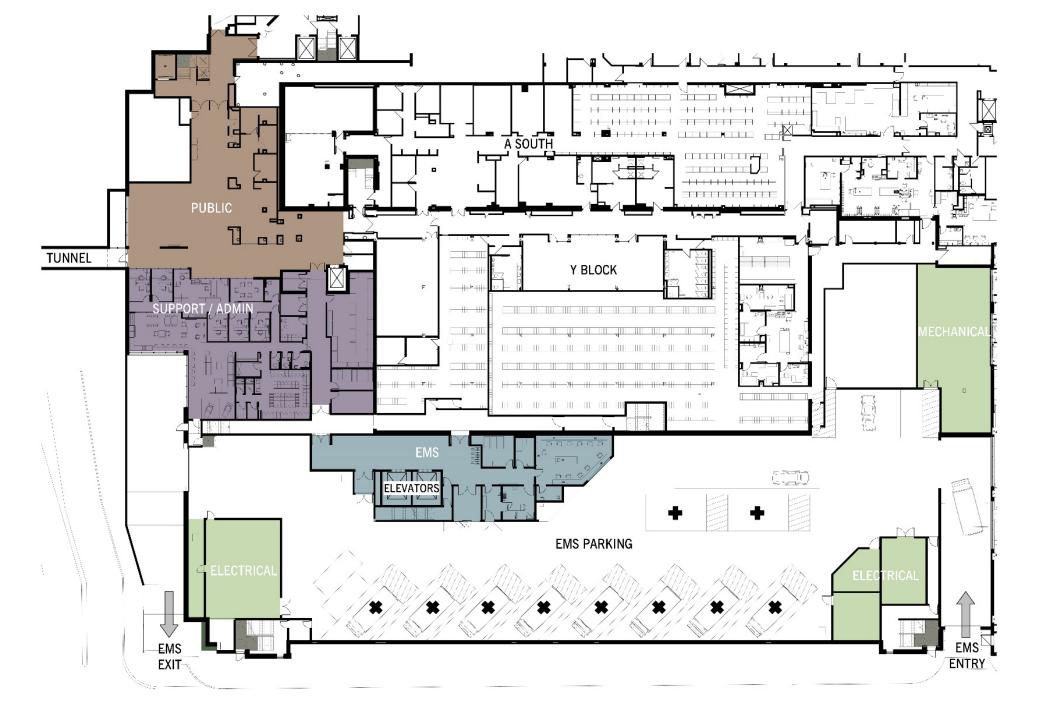


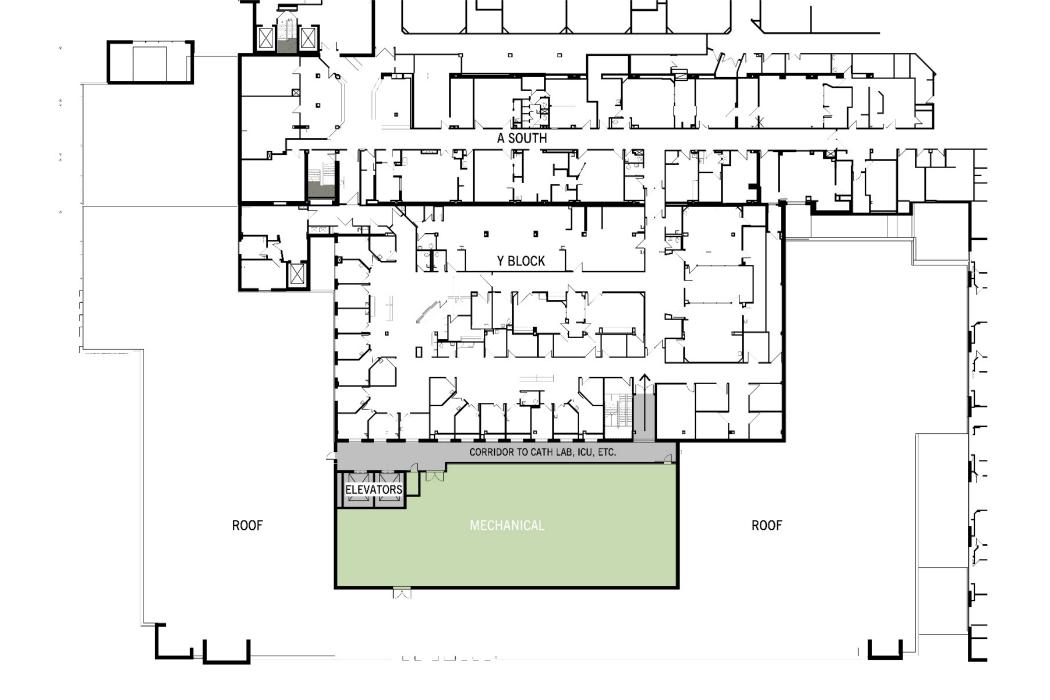












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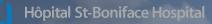
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EMEROURO



SOUTH ENTRANCE



SOUTH









Question & Answer



Staff & Community Engagement

Sue Owen CEO Impreza Consulting

Impreza Consulting Inc. Where Strategy Meets Action

)))(((

Starting with the Positive











Questions for You

In thinking about what you feel is positive/good about the Master Site Plan:

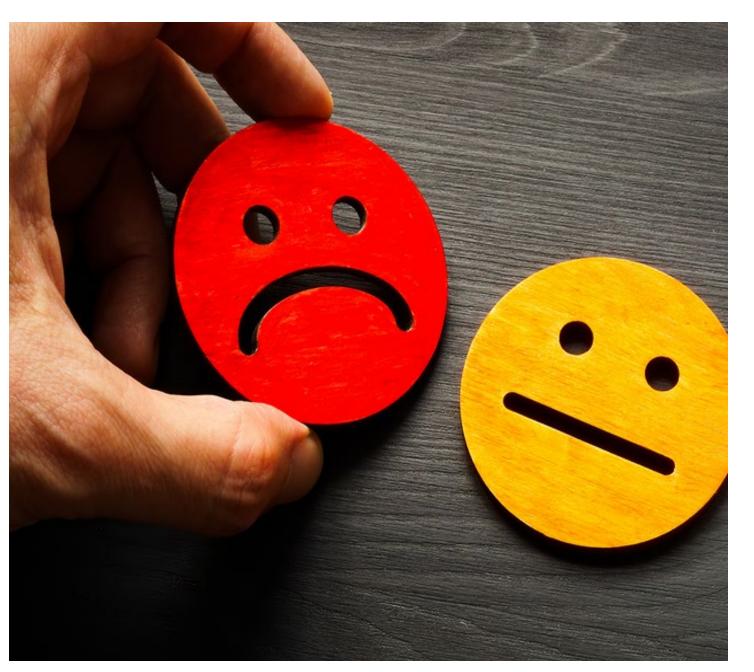
- What is exciting?
- What will improve the way you work and provide care?
- How will SBH benefit from the redevelopment?
- How will our patients and our community benefit from the re-development?



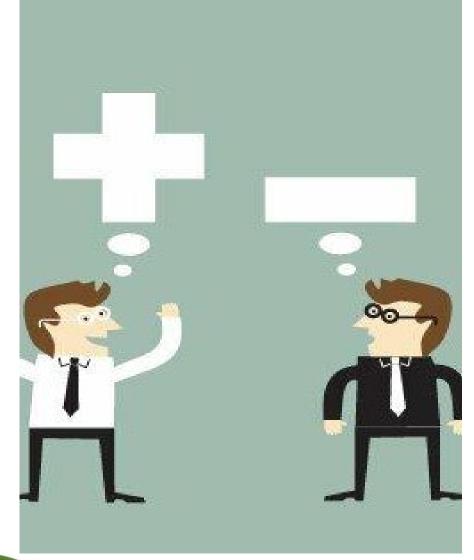


Let's Talk about the Not-So-Positive Aspects of the Plan











In Thinking About the Master Site Plan ...things that might not be so positive...

- What might present a barrier or obstacle to working together to provide high quality care?
- What doesn't make sense to you?







In Thinking About the Master Site Plan ...things that might not be so positive...

Staying in the Solution: In thinking about the barriers/obstacles, what might be some solutions?

How can we work together as an SBH community to promote the best quality, best working environment within our new space?





Summarizing Your Feedback



))((((Impreza Consulting Inc. Where Strategy Mess Action





Closing Remarks

Ms Martine Bouchard President & CEO Saint Boniface Hospital





Welcome your Feedback! talktomartine@sbgh.mb.ca



Thank you!

Appendix B



Public Townhall Session Chat

18:10:02 From Sue Owen to Everyone: We encourage questions from participants using this chat function 18:24:59 From Sue Owen to Everyone: Please feel free to share your thoughts and feedback on this new design 18:26:44 From Jan Watters to Host and Panelists: At the beginning, Martine mentioned that St B will be in constant contact with us. What will that look like? 18:27:09 From AnnaMaria Magnifico to Everyone: Is there feedback from staff as yet as I recall attending such an event re proposed new addition to CCMB 18:27:18 From Jesse Andrushko to Host and Panelists: Is there concern about only having elevators having access to the ambulance bay? What happens if they happen to be out of service? I assume there are other ways of getting patients getting up there... maybe I am over thinking that. 18:28:33 From Anthony Sharp to Host and Panelists: Given the elevator system, with direct access to the Cath lab area along with the rest of the hospital will patients from other hospitals who have been accepted into other services be able to go directly to that service rather than be seen in ER prior to being allowed to moved to the service they have been accepted in? 18:28:37 From Jesse Andrushko to Host and Panelists: Is there any thoughts about converting the south parking lot to a parkade? 18:29:15 From AnnaMaria Magnifico to Everyone: Great thank you 18:31:23 From Jan Watters to Host and Panelists: I am a Winnipegger and can't help but be concerned about the ambulances going half a grade below re snow and ice and also loading unloading in a closed space with exhaust etc? 18:32:23 From Jan Watters to Host and Panelists: A parking garage south of the ED would allow for space for the heliport! 18:33:12 From Jan Watters to Host and Panelists: \checkmark 18:34:01 From Jan Watters to Host and Panelists: Thanks 18:34:47 From Jesse Andrushko to Host and Panelists: More capacity is always great - hospital looks aged right now. 18:35:38 From Jan Watters to Host and Panelists: Love the use of space and the way treatment rooms are off central hallway 18:36:08 From Jesse Andrushko to Host and Panelists: Having a long, boring wall along Tache. 18:36:49 From Jan Watters to Host and Panelists: Can we have another look at south entrance? 18:37:36 From Jan Watters to Host and Panelists: Thanks 18:37:53 From Jesse Andrushko to Host and Panelists: I still have concerns about having the ER and ambulance bays not all on one level - especially if there is a large emergency with more than a few patients 18:37:53 From Jan Watters to Host and Panelists: Wanted another look 18:39:11 From Jan Watters to Host and Panelists:

Where the white car is under the overhang, how wide is that space ... eg how many cars? 18:39:58 From Jan Watters to Host and Panelists: \checkmark 18:40:19 From Jesse Andrushko to Host and Panelists: Stairs to the entrance of an ER... I understand it might be unavoidable, but seems bad in the winter for Winnipeg 18:40:50 From Jan Watters to Host and Panelists: Where do the stairs at the front in the middle go? 18:40:58 From Clark Sinnott to Host and Panelists: what is the capacity of the waiting room....... 18:41:11 From Jan Watters to Host and Panelists: Down? Ramp? 18:41:49 From AnnaMaria Magnifico to Everyone: Curious to know whether you have chosen design - which I like - that functions well elsewhere, i.e. similar sized cities 18:42:12 From Jan Watters to Host and Panelists: Love the accessibility at the curb facing south. 18:45:22 From Clark Sinnott to Host and Panelists: regular emails would help 18:46:03 From Jan Watters to Host and Panelists: Updates on website? 18:46:48 From Jan Watters to Host and Panelists: How many are participating ? 18:47:13 From Jan Watters to Host and Panelists: Fabulous 18:49:31 From Jan Watters to Host and Panelists: Merci

Staff Townhall Session Chat

12:20:04 From Sue Owen to Panelists: We invite participants to share their questions and comments using this chat function 12:22:14 From SBHF to Everyone: We invite participants to share their questions and comments using this chat function 12:23:53 From scott coley to Everyone: If we have an aging and growing population and we are dealing with a greater volume from closed emergency rooms in the city our ED department must get bigger. With these increases, was there a consideration for the added need of capacity in the rest of the hospital to support that growth. Example is storage for equipment to meet the needs of that increase? 12:27:25 From Pat Robertson to Everyone: There is a significant lag between the narrative and the images on screen. It's a bit confusing. 12:27:49 From scott coley to Everyone: Are stretcher services also expected to park in the emergency ambulance bays as well? Was this taken into consideration? 12:28:41 From Sheila Holden to Everyone: I am not experiencing any lag in pictures and the explanation. 12:28:49 From Rita Mann to Panelists: We are on Y3 - there is a stairwell going directly outside to Tache from this floor - what is the plan for a secondary exit from this floor? 12:29:10 From Jennifer Chiappetta to Panelists: What happens when the elevators go out of order and you have a resus Or you have multiple resus patients arrive at the same time? patient? 12:30:20 From Sue Owen to Everyone: Thank you for your questions, everyone. Jerald and his team have a Q&A section of their presentation; we will be reviewing your questions then 12:34:36 From Jennifer Chiappetta to Panelists: Does the waiting room have climate control? Patients and staff at triage have always gotten very cold in winter when doors open and really hot during summer months.. 12:36:34 From Michael Hopcraft to Panelists: How does the design facilitate the traffic going to/from Shipping/Receiving? It looks like big trucks might have issues coming/going to deliver supplies to the Hospital 12:38:15 From Ralph Wong to Panelists: will delivery of CancerCare services be affected? 12:38:23 From Kwabena Osei-Bonsu to Everyone: With roof top access to heart cath and ICMS, is that meant to be covered? 2. Does that allow for potential future expansion if needed? 12:38:44 From Jennifer Chiappetta to Panelists: Are Patient registration clerks apart of your plan... Last plan did not have a space for them? 12:42:18 From scott coley to Everyone: Direct entrance to CT from resus is really great! 12:42:34 From Leanne Smith to Everyone: Improved flow for patient drop off 12:42:52 From Kwabena Osei-Bonsu to Everyone:

Larger resus rooms and a negative pressure resus room 12:43:29 From Sheila Holden to Everyone: It is a great investment long term to the SBH campus and the ER deserves a great and efficient place to care for pts 12:44:26 From scott coley to Everyone: I am slightly concerned with the additional ED capacity, that there hasn't been any in-hospital considerations to support this. 12:44:59 From scott coley to Everyone: Additional beds* 12:45:16 From Leanne Smith to Everyone: Access to the loading dock through the parking lot, increased potential for collisions. 12:46:06 From Caroline Campeau to Panelists: Only 4 EMS spots behind triage. 12:46:22 From Kwabena Osei-Bonsu to Everyone: I agree with scott. Expansion of the ED should be reflected with a larger ICU/crit care capacity 12:46:42 From Terence Wuerz to Everyone: And medicine bed capacity 12:46:47 From Amy Cote to Everyone: With all the parking shortages for staff and patients was a parkade considered to replace the south lot? 12:47:24 From Caroline Campeau to Panelists: Absoluetly agree with parking issue 12:47:59 From Mary-Jane Seager to Everyone: We have a large population of obstetrical patients that need to enter the hospital after hours & I don't see where that flow will go. 12:48:20 From Terence Wuerz to Everyone: We need to expand the medicine & crit care bed base of the hospital 12:49:08 From Jennifer Chiappetta to Panelists: Waiting room capacity needs to be more then what we have now 12:55:35 From Kwabena Osei-Bonsu to Panelists: I just want to clarify something. Patient loads from the previous closures accounted for here as well as the general growth in population? 12:57:32 From Michelle Gaudreau to Everyone: talktomartine@sbgh.mb.ca