

# South Niagara Project Engagement Framework & Toolkit



**niagarahealth**  
Extraordinary Caring. Every Person. Every Time.



Updated: August 2020

## ***Table of Contents***

---

3	BUILDING A HEALTHIER NIAGARA (SOUTH NIAGARA PROJECT GOALS)
4	FRAMEWORK FOR ENGAGEMENT
4	OUR COMMITMENT
5	CORE VALUES
5	ENGAGEMENT PRINCIPLES
6	WHAT TYPE OF ENGAGEMENT IS EXPECTED?
6	SPECTRUM OF PUBLIC PARTICIPATION
7	OUR APPROACH
7	MONITORING & EVALUATION OF ENGAGEMENT
8	STAGE 3 ENGAGEMENT PROGRAM
8	OPERATIONAL PLANNING
8	FUNCTIONAL PLANNING
9	SITE & BUILDING DESIGN
9	ROOM LEVEL DESIGN
9	FURNITURE, EQUIPMENT AND IT
9	FACILITY MAINTENANCE
11	APPENDIX: ENGAGEMENT TOOLKIT

On behalf of Niagara Health, thank you for joining us on our journey to build a healthier Niagara. Your generosity of time, along with your sharing of experiences and perspectives will help us make meaningful decisions based on the South Niagara Project Goals.

Most importantly, we will be able to enhance the care experience for our patients and their families to deliver on our commitment of Extraordinary caring. Every person. Every time.

***Angela Zangari***

*Executive Vice President of Finance and Operations*

*Executive Lead, South Niagara Project*



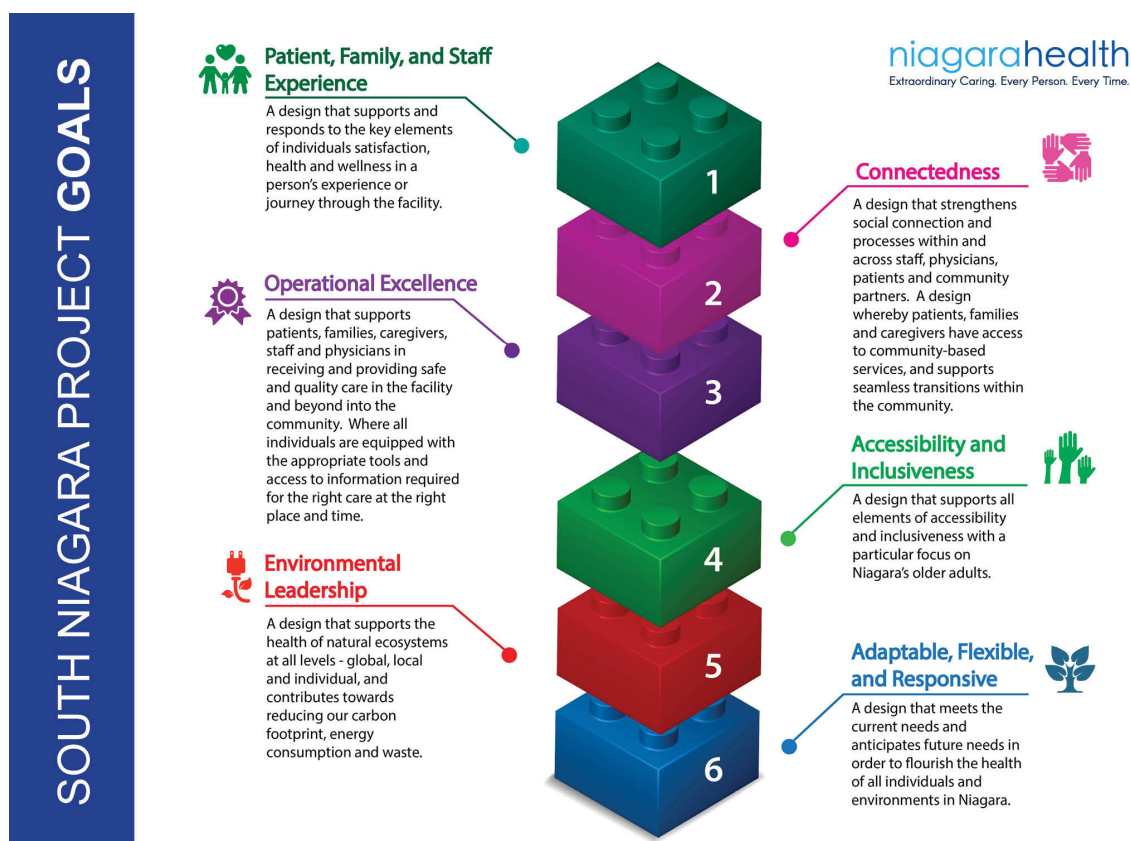
## Building a Healthier Niagara - Together.

Together, we are designing a new kind of healthcare that puts the focus on your health and well-being.

The South Niagara Project will embody a campus environment that fosters a community of connected care, will advance the boundaries of healing, and transform your experience in healthcare.

We are extremely fortunate to be in a position to plan for such a significant investment in healthcare for our region. As with the building of the St. Catharines Site, construction will begin once all of the planning details for the building are complete, right down to the layout for every space. Construction of the South Niagara hospital is expected to take approximately four years once ground is broken - targeted for 2022.

The South Niagara hospital will be an integral part of a connected healthcare system that will improve the patient and caregiver experience and strengthen access to local services. Our planning is looking ahead for the decades to come, and part of this planning includes designing an infrastructure to accommodate technology and delivery of healthcare services in ways we cannot even envision now. There will be opportunities to enhance services and introduce new ways to deliver services closer to home or in the home, which is becoming increasingly possible as technology and medical practices continue to evolve.



## Framework for Engagement

The South Niagara Project's Engagement Framework outlines our goals and guiding principles for staff, physicians, patient partners and community engagement. It provides a recommended approach for ongoing consultation and dialogue with our internal and external interest and affected parties to ensure meaningful participation in the planning of the South Niagara Hospital Project. A variety of engagement approaches will be used to engage our interested and affected parties.

At Niagara Health, our understanding of engagement is a communication process for working collaboratively. Ongoing communication and dialogue with staff, physicians, patient partners and the community, will allow for greater transparency, facilitate knowledge transfer and exchange, and support the identification of shared values, to assist in achieving our goals.

### Who will be Involved

- Niagara Health Senior Executive Team
- Niagara Health South Niagara Project Team & Consultants
- Niagara Health Staff
- Niagara Health Physicians
- Patient Partners
- Volunteers
- Indigenous Community
- Niagara Community

### Our Commitment

Niagara Health is committed to working with its staff, physicians, patients, families, caregivers and communities to ensure that our programs and services are responsive, relevant and reflective of their needs. The South Niagara Project Engagement Framework was developed to ensure a well-articulated and documented approach to reaching out to staff, physicians, patients, families, caregivers and Niagara communities to receive vital feedback to help provide meaningful input into the various aspects of planning for a new hospital.



## International Association of Public Participation (IAP2) Core Values

Niagara Health is committed to enhancing the experience of our patients by providing patient and family-centred care. With this in mind, we are following the IAP2 Core Values that support public engagement. These values are as follows:

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision
3. Public participation promotes sustainable decision by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision
5. Public Participation seeks input from participants in designing how they can participate
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision

Source: IAP2 international association for public participation <https://www.iap2.org/>

## Engagement Principles

To ensure high-quality collaboration and excellence in health service delivery, Niagara Health's South Niagara Project has established guiding principles for engagement which are as follows:

### ***Build Mutual Trust through Authentic Engagement***

Niagara Health will work with all interested and affected parties to build trust and execute elements of authentic engagement including:

- Decision makers are open and committed to be influenced
- Defined roles are communicated to interested and affected parties
- The scope of engagement is meaningful to the parties
- Parties have the information they need to participate meaningfully
- Parties are provided timely access to the engagement processes
- There is a report on What Was Heard and How it Was Used.

### ***Transparency & Feasible***

Transparency means that facilitators and consultants are honest about their apprehensions, resources limitations, and knowledge gaps when it comes to engagement. We work to make sure our activities are doable, have enough resources, are appropriate to the purpose of engagement, and are designed to best reach the goal.

## Builds Capacity

Engagement activities are aligned with existing planning and Niagara Health's Strategic Plan. Niagara Health acknowledges the important role that local leadership and community champions have in shaping the health system. Niagara Health works to create a welcoming environment for persons to get involved in conversations to improve the health system.




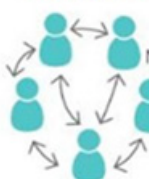

## Accountability

We will approach engagement in a timely and meaningful manner. We will openly solicit feedback on our engagement approaches and properly evaluate our approaches to ensure that we are adhering to our goals.

## What type of engagement is expected?

The South Niagara Project uses the International Association of Public Participation or IAP2 Spectrum of Participation/Engagement to describe the levels of engagement. This model was developed by an international group that seeks to promote and improve the practice participation in relation to individuals, governments, institutions and healthcare systems around the world. The model is divided into five levels of public participation, that are clearly defined and ensure consistency.

### Spectrum of Public Participation

					
Public Participation Goals	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain interested and affected parties feedback on analysis, alternatives and/or decisions.	To work directly with the interested and affected parties throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To partner with the interested and affected parties in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the interested and affected parties.
Promise to The Public	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how interested and affected parties input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how interested and affected parties input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Advice	"Here are some things you need to understand"	"This is what we are thinking, do you have any advice"	"We haven't developed anything yet and need to know your thinking"	"Let's work together from the beginning"	"For certain elements within the scope of Engagement, and in consideration of the givens, we will allow your lead"

Source: IAP2 international association for public participation <https://www.iap2.org/>

## Our approach

The appropriate engagement technique(s) will be determined based on predetermined goals and objectives. The diagram below illustrates a number of methodologies that may be used in each element of the continuum.

INFORM			CONSULT	INVOLVE	COLLABORATE	EMPOWER	
Inform	Create Awareness	Educate				Enable	Delegate
tell	raise awareness	to educate	feedback	input	collaborate	to enable	feel ownership
communicate	inform	participants know	to discuss	feel ownership	partner with	authorize	to commission
provide information	participants realize	know how to	conversation	to discuss	advocate for	to permit	to grant
describe	are conscience of	people understand	collect responses	collect perspectives	trust in	to delegate	to assign
outline	participants recognize that	to teach	collect reactions	deliberate	support for	to equip	to delegate
to brief		to coach	people critique	to consider	feel ownership	to prepare	are free to
		To train	rank concerns	list priorities	finalize		

Source: IAP2 international association for public participation <https://www.iap2.org/>

## Monitoring and Evaluation of Engagement

The following key considerations will be taken into account when evaluating outcomes:

- Participants have a clear understanding of the goals and objectives of the engagement, including the level and method;
- Participants are clear about the scope of the engagement and have a shared understanding of each others' roles, responsibilities and authority;
- The engagement takes place when there is a real opportunity to influence the outcome;
- Sufficient resources (time, budget, technology, etc.) and expertise are invested to achieve success;
- Accessible opportunities are available that embrace the broad diversity of community interests;
- The process is responsive to the input and needs of participants;
- Relevant and credible information is gathered and distributed to participants in a timely manner and in a manner suitable to the intended audiences; and
- The communication leads to a mutual understanding of process and an understanding and acceptance.

## Engagement Feedback Survey

In an effort to collect meaningful feedback from participants, a survey will be distributed to all participants at the end of each engagement session.



**CLICK HERE TO VIEW ENGAGEMENT SURVEY**

Niagara Health recognizes that engagement is a dynamic process and our approaches will be modified as we receive feedback from our interested and affected parties. We welcome and encourage feedback from our staff, physicians, patient partners, their families and our community on how we can continually improve our approach and further strengthen our engagement strategies.

## Stage 3 Engagement Program

Niagara Health's Stage 3 Engagement Program identifies 6 categories of stage 3 design development engagement.



### Operational Planning

Engagement Objective: Define how a program/service will operate in the South Niagara Hospital (and across Niagara Health) on opening day. For example, we will define our opening day view according to seven tactical elements (themes):

- Program and Service
- Financial and Legal
- People/Staffing
- Process including best practices
- Technology and Equipment
- Facility and Space
- Communication



### Functional Planning

Engagement Objective: Define 'Requirements' related to departmental functional performance and space planning for each individual department of the South Niagara Hospital. For example we will define Requirements related to:

- Department location within the facility
- Internal organization of zones within a department
- Space adjacencies and organization of individual rooms
- Minimum travel distances b/w departments and/or rooms
- Flows (ie. patient, visitor, providers, medication, suppliers)
- Departmental Entrances
- Size of programmed space areas





## Site and Building System Design

Engagement Objective: Define 'Requirements' related to site and building system design of the South Niagara Hospital. For example, we will define requirements related to:

- Urban Design
- Civil Design
- Architecture
- Interior Design
- Structural Systems
- Mechanical Systems
- IT, AV and Communications
- Integrated Safety and Security
- Acoustics Vibration and Noise
- Etc.



## Room Level Design

Engagement Objective:

A) Room Mock-ups – Construct 1:1 scale cardboard mock-ups, and virtual mock-ups, for 10-20 rooms contemplate for the South Niagara Hospital. Organize tours of the mock-up space with various user groups to collect feedback on room layouts and design considerations

B) Room Templates – Review and collect feedback on room layouts and design feature of various rooms contemplated for the South Niagara Hospital

C) Room Data Sheets – Review and collect feedback on the design fit-out and fixtures of various rooms in the South Niagara Hospital (ie. floors/wall/ceiling finishes, room accessories, etc.)



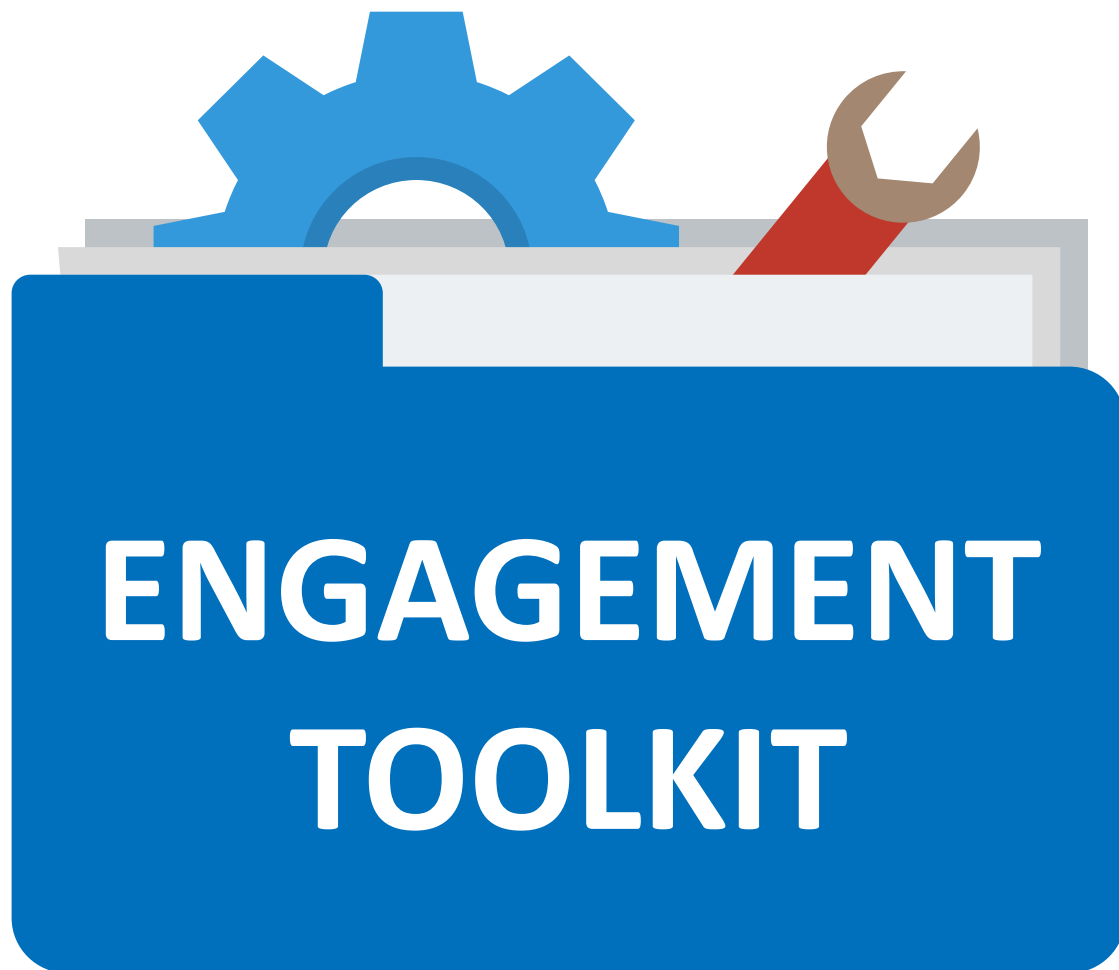
## Furniture, Equipment and IT

Engagement Objective: Validate room standards for furniture, equipment, and IT/AV for the South Niagara Hospital. Review preliminary, and then advanced, furniture, equipment and IT/AV element (including transferable) will all departmental representatives.



## Facilities Management

Engagement Objective: Initiate selection of FM services and review of existing systems that require integration.



## ***Table of Contents***

**APPENDIX 1: OVERVIEW OF SOUTH NIAGARA PROJECT**

**APPENDIX 2: MEET THE SOUTH NIAGARA PROJECT TEAM**

**APPENDIX 3: INTERNAL COMMUNICATION TOOLS**

**APPENDIX 4: EXTERNAL COMMUNICATION TOOLS**

**APPENDIX 5: DEFINITIONS & ACRONYMS**

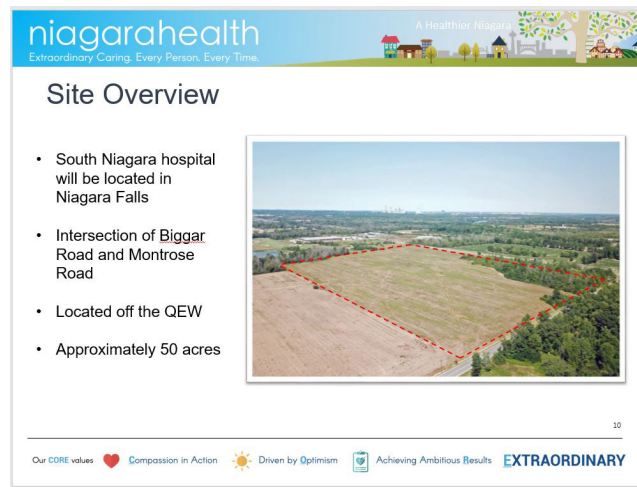
**APPENDIX 6: ORIENTATION VIDEOS**

**WHAT IS THE FUNCTIONAL OUTPUT SPECIFICATIONS (FOS)?**

**DESIGN PROCESS OF THE SOUTH NIAGARA HOSPITAL**

# APPENDIX 1:

## OVERVIEW OF THE SOUTH NIAGARA PROJECT



### *PROGRESS & UPDATE ON THE SOUTH NIAGARA PROJECT*

# APPENDIX 2:

## MEET THE SOUTH NIAGARA PROJECT TEAM



### *MEET THE SOUTH NIAGARA PROJECT TEAM*

Niagara Health selected Stantec Architecture Ltd. as the successful proponent to the Planning, Design and Conformance (PDC) Request for Proposals.

Led by Stantec Architecture Ltd., the PDC team will establish the guidelines and performance requirements that the successful building team must meet when preparing its designs. The PDC team will also monitor the construction progress and provide oversight during the completion of the project.



### *MEET THE PDC TEAM*

# APPENDIX 3:

## INTERNAL COMMUNICATION TOOLS (STAFF & PHYSICIANS)

What you need to know:

- You will need: Microsoft Outlook (E-mail & Calendar), Microsoft Teams, SourceNet
- Pre-circulation material for session arrives in Outlook email invitation, which links to SourceNet
- Agendas, meeting materials and meeting minutes are uploaded to SourceNet



South Niagara



**STAFF & PHYSICIAN COMMUNICATION & TECHNOLOGY TUTORIAL**



**MICROSOFT TEAMS USER GUIDE**



# APPENDIX 4:

## EXTERNAL COMMUNICATION TOOLS (PATIENT PARTNERS & COMMUNITY)

You will need:

- Internet connection
- E-mail
- Pre-circulation material for session arrives in email invitation as an attachment or a weblink to our external website is provided



*MICROSOFT TEAMS USER GUIDE*

---

### South Niagara Project Meeting Values

- We create an environment that is free of distractions so that you can participate fully
- We listen attentively
- We are curious to understand and ask questions respectfully
- We contribute wherever we can
- We balance air time so that everyone can participate

# APPENDIX 5:

## DEFINITIONS AND ACRONYMS (1 OF 2)

niagarahealth

Extraordinary Caring. Every Person. Every Time.

Updated: June 2020

### Key Acronyms



#### South Niagara Project

Term	Definition
AFP	Alternative Financing Program (now P3)
BGSF	Building Gross Square Feet
DBFM	Design-Build-Finance-Maintain
DGSF	Departmental Gross Square Feet
FC	Financial Close
FM	Facilities Management
FMOS	Facilities Maintenance Output Specifications
FOS	Functional Output Specifications
FP	Functional Program
GNGH	Greater Niagara General Hospital
ICAT	Information Communications Automation and Technology
ICT	Information and Communications Technology
IO	Infrastructure Ontario
M/E	Mechanical/Electrical
MoH	Ministry of Health
MoLTC	Ministry of Long-Term Care
NH	Niagara Health
NHS	Niagara Health System
OS	Output Specifications
PCo or ProjectCo	Project Company; the partnership of entities that is the successful bidder contracted to deliver the P3 project pursuant to the Project Agreement
PDC	Planning, Design and Conformance Consultant; Prepare the planning and design documents and Project Specific Output Specifications (PSOS) for inclusion in the RF
Proponent	Organization that is responding to an RFP
PSOS	Project Specific Output Specifications



# APPENDIX 5:

## DEFINITIONS AND ACRONYMS (2 OF 2)



Updated: June 2020

Term	Definition
RFP	Request for Proposal
RFQ	Request for Qualifications
SNH	South Niagara Hospital
SPA	Site Plan Agreement
WGH	Welland General Hospital
WS	Welland Site

## APPENDIX 6:

### WHAT IS FUNCTIONAL OUTPUT SPECIFICATIONS (FOS)? (VIDEO 1 OF 2)



[\*CLICK HERE TO VIEW FOS ORIENTATION VIDEO\*](#)

### DESIGN PROCESS OF THE SOUTH NIAGARA HOSPITAL (VIDEO 2 OF 2)



[\*CLICK HERE TO VIEW DESIGN PROCESS VIDEO\*](#)