



# Investing in the Future of Healthcare

April 8, 2025



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Extraordinary Caring. Every Person. Every Time.

# Why are we here?

1. Highlight why the transformation of hospital services in Niagara is needed.
2. Present Niagara Health's request for a local share commitment for the South Niagara Hospital.
3. Provide an overview of the opportunities for the future of the Welland Hospital site.
4. Highlight the City of Welland's important role in the future of healthcare.



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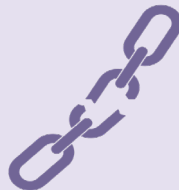
# Why Transformation is Needed

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## Team Shortages

- Physician shortages, including Emergency Services, Anesthesiologists, General Internal Medicine
- Numerous unfilled Emergency Department shifts leading into the spring and summer months
- Challenges in recruiting registered nurses, registered practical nurses, personal support workers and medical imaging technologists



## Disconnected Care

- Lack of specialty care across sites
- Limited opportunity to grow research and academic partnerships
- Confusion on where to go for care in Niagara
- Lack of primary care
- Lack of home care
- Lack of long-term care beds



## Outdated Infrastructure

- Welland Site opened in 1960
- Niagara Falls Site opened in 1958
- Port Colborne Site opened in 1952
- Fort Erie Site opened in 1931



## Increased Volumes and Complexities

- Increased patient volumes
- More complex patients
- Fixed number of patient beds
- Long wait times


# Regional Three-Site Hospital System (at 2028)

## MAROTTA FAMILY HOSPITAL

- 24/7 Emergency Services
- Critical Care
- General Surgery
- Outpatient Clinics and Surgical Services
- Diagnostic Imaging and Laboratory
- Children's Health
- Kidney Care
- Administration

### CENTRES OF EXCELLENCE

- Women and Babies
- Cancer
- Cardiac
- Mental Health and Addictions



**1 million**  
square feet




**428**  
Beds

## SOUTH NIAGARA HOSPITAL

- 24/7 Emergency Services
- Critical Care
- General Surgery
- Outpatient Clinics and Surgical Services
- Mental Health and Addictions
- Diagnostic Imaging and Laboratory
- Kidney Care
- Joint Care
- Indigenous Healing
- Administration

### CENTRES OF EXCELLENCE

- Complex Care
- Stroke
- Wellness in Aging



**1.3 million**  
square feet



**469**  
Beds

## WELLAND HOSPITAL

- 24/7 Emergency Services with eight to 10 observation beds
- 90+ complex care beds
- Outpatient clinics ([Orthopedics/Fracture, Plastics, Chronic Disease Management and Geriatric](#))
- Mental Health and Addictions ([Residential Addictions and Treatment](#))
- Diagnostic Imaging and Laboratory ([X-ray, Ultrasound, CT, ECG, Echocardiography, Ontario Breast Screening](#))
- Kidney Care
- Administration hub
- Long-Term Care

### CENTRE OF EXCELLENCE

- Eye Care

*\*Proposed programs and services for Welland are based on approved plans for the South Niagara Hospital. Further staff and community engagement is required to submit a proposal to the Ministry of Health for the Welland Hospital site redevelopment.*



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Welland deserves a bright future –  
that means investment



## Welland will remain a cornerstone of the three-site model

**We continue to work with the province on two primary goals:**

- Renovations to accommodate an increase in complex care beds at the Welland Site
- Renovations to house the residential addictions treatment program moving from the Port Colborne Site

## Future Welland Hospital redevelopment

- To fulfil the vision for our three-site model, we require further redevelopment of the Welland Hospital, beyond 2028
- Niagara Health has submitted a request for redevelopment to allow for the accommodation of additional complex care beds and has submitted a request for a full pre-capital planning grant
- There will be opportunities for input and engagement as we reimagine what the Welland Hospital site will be post-2028



# South Niagara Hospital Local Share Commitment

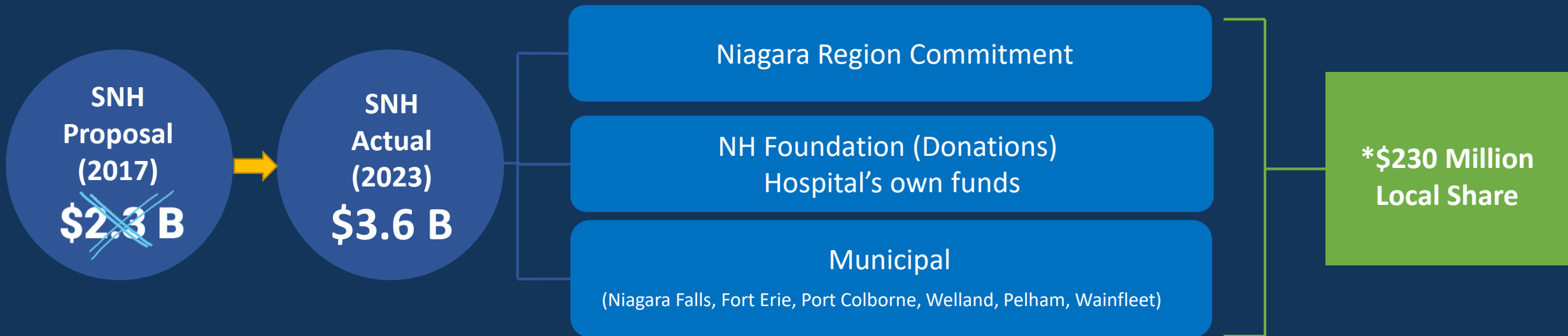
Hospitals are responsible for:  
**10 per cent** of eligible  
construction costs  
which equals **\$230  
million**.

This includes **\$23.6  
million** associated with  
the purchase of  
furniture and  
equipment.





## South Niagara Hospital: Local Share Breakdown



\*\$230 million local share is based on previous cost estimate of \$2.3 billion, prior to the RFP, to ensure equity across asks.

\*The cost of financing and Private-Public-Partnership (P3) costs are excluded from the calculation of the local share.



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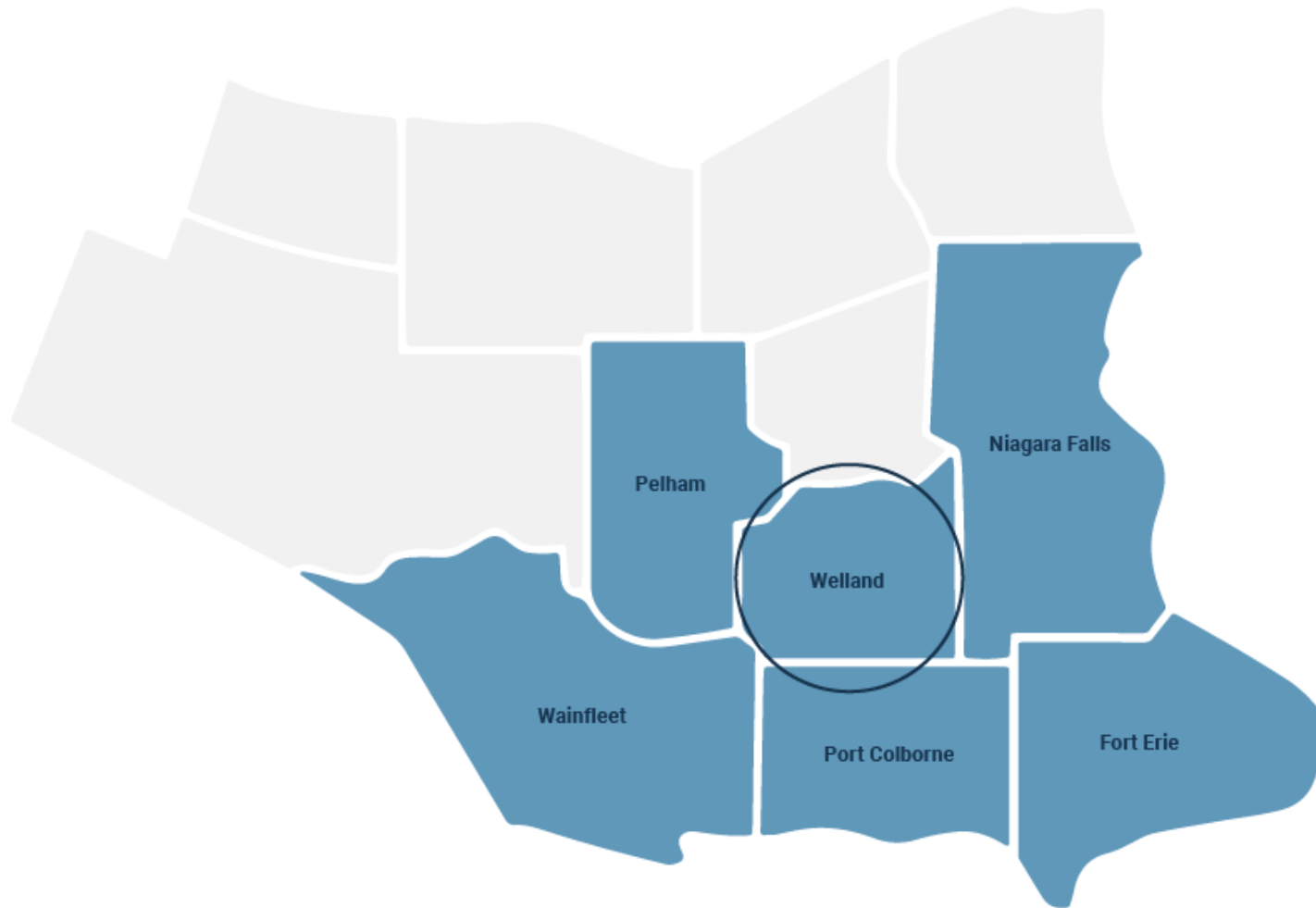


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# Local Share Commitment Request



## Request

**\$17.8 million**

local share contribution for the  
South Niagara Hospital

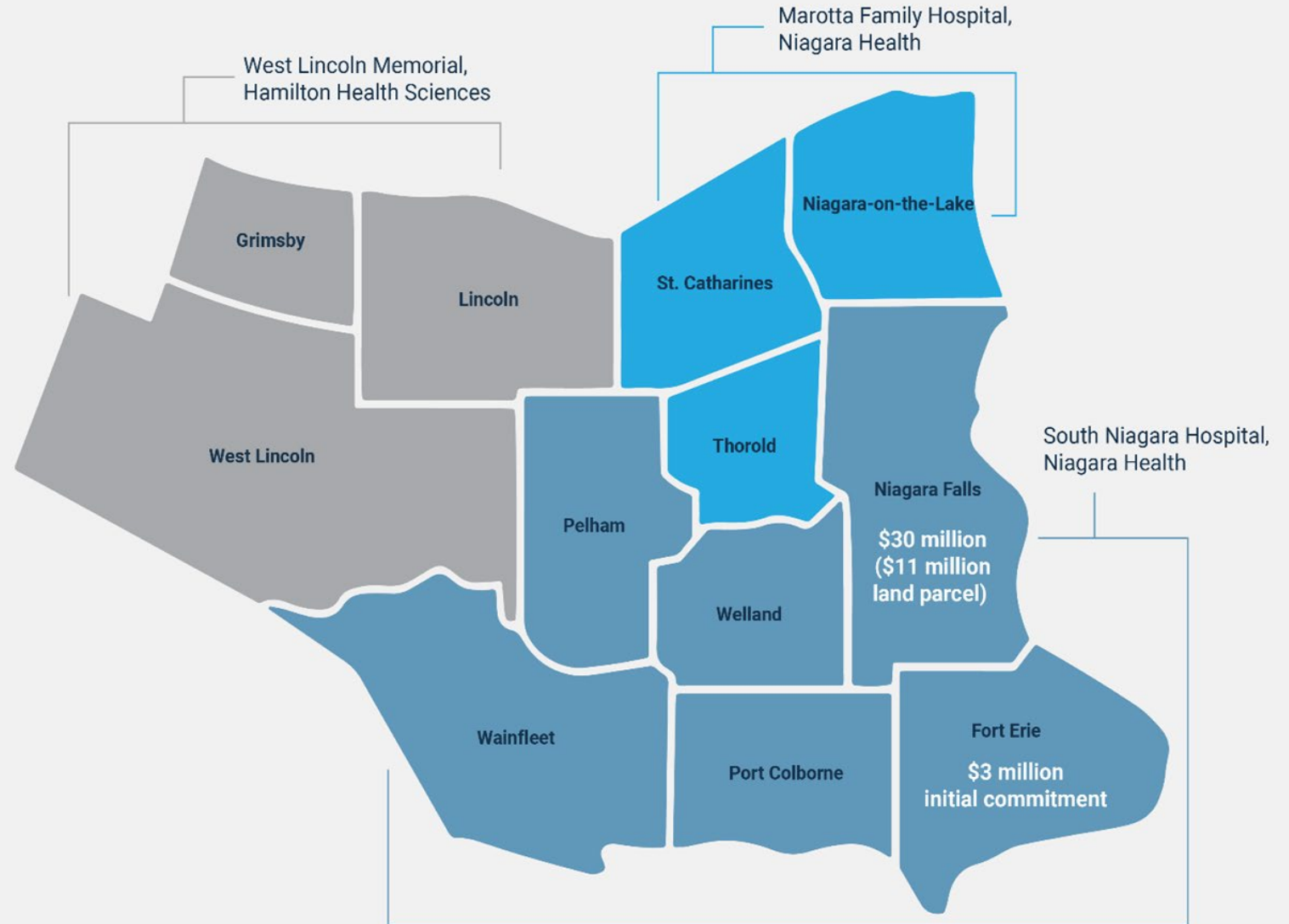
**\$340.63**

per capita (based on 2016 census)



## South Niagara Hospital Municipal Local Share Contributions

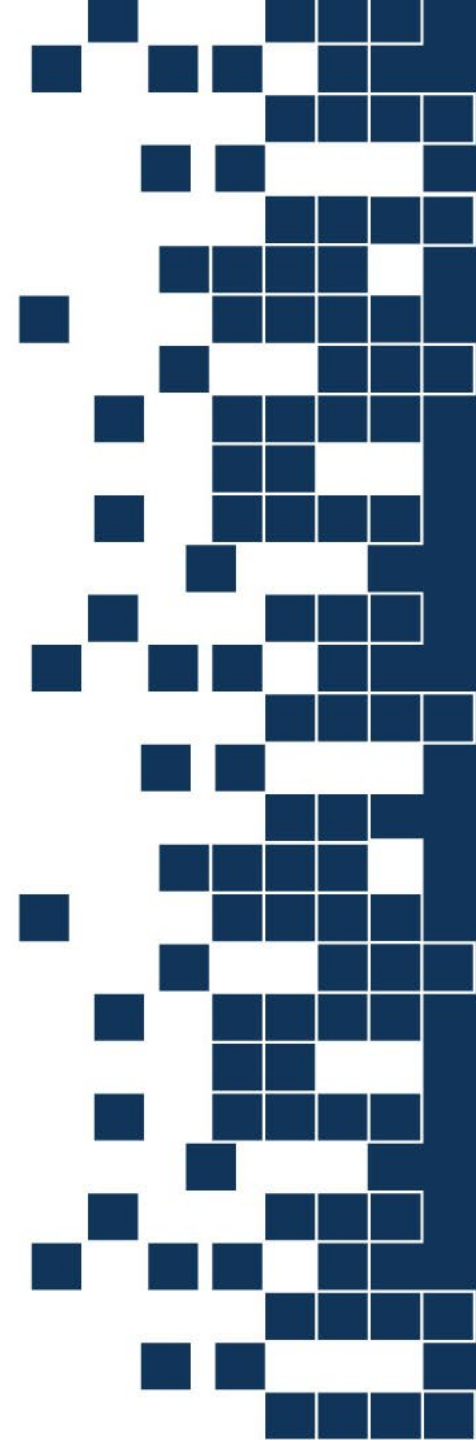
- *Local share is calculated using the **2016 census numbers**, with a per capita ask of \$340.63*
- Niagara Falls - \$30 million (Pop. 88,071)
- **Welland – \$17.8 million (Pop. 52,293)**
- Fort Erie - \$10.5 million (Pop. 30,710)
- Port Colborne - \$6.2 million (Pop. 18,306)
- Pelham - \$ 5.8 million (Pop. 17,110)
- Wainfleet – \$2.2 million (Pop. 6,372)



# Our Collective Risks

**If we don't come together as a community now, there are risks:**

- Delays to the South Niagara Hospital construction
- Increased hospital pressures across the region
- Scaled-back services if Niagara Health must contribute additional dollars
- Lack of support displayed to the province — jeopardizing future projects in Niagara, including the Welland Hospital
- Long-term hospital accessibility issues
- Further increased wait times and decline of quality of care



# Supporting healthcare in our community means investing in healthcare

If we don't ***do this together***, our healthcare future is at risk.

Welland residents deserve a ***connected hospital system*** that guarantees they can access advanced acute care services when they need them most.



# Thank you



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# Appendix



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## Primary Care (Family Doctor, Nurse Practitioner, Walk-in Clinic)

- First point of non-emergent care

## Home and Community Care

- Support for those who require care in their home, at school or in the community

## Long-Term Care

- 24/7 nursing care and supervision, primary medical care, and help with daily activities

## Community Health Centres

- Primary care services and health promotion programs

## Niagara Region Public Health

- Health promotion and disease prevention programs

## Niagara Emergency Medical Services (EMS)

- 24/7 pre-hospital care and transportation for individuals experiencing emergency injury or illness

## Hospital (Niagara Health)

- Emergent, specialized, critical and surgical care (acute care services)



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We need a system of care for our community, but we are facing many external pressures to achieve this today.

Niagara has a **shortage** of 106 family physicians resulting in **190,000+ unattached patients**

Niagara has the **third-highest older adult** population in Canada. Niagara residents have higher rates of **chronic conditions** than the provincial average



Niagara **lacks** Home and Community Care resources

Niagara lacks Long-Term Care capacity and is **short 400 Long-Term Care beds**

# Types of Care

| Primary Care<br>(family physician + team)   | Urgent Care Centre   | Emergency Department  |
|---|--|---|
| <ul style="list-style-type: none"><li>• Diagnosis and treatment for common illnesses and injuries</li><li>• Referrals to healthcare specialists</li><li>• Management of chronic conditions (i.e. diabetes or high blood pressure)</li><li>• Prescriptions for medication</li><li>• Regular check-ups, including physicals and routine screening tests (i.e. cancer)</li><li>• Home to your full health record</li></ul> | <p>Diagnosis and treatment for common illnesses and injuries:</p> <ul style="list-style-type: none"><li>• Sprains, strains or sports injuries</li><li>• Ear, nose, throat and eye problems</li><li>• Minor cuts that may need stitches</li><li>• Care is episodic, your full health record is not available</li><li>• Typically staffed by primary care providers and their team</li></ul> | <ul style="list-style-type: none"><li>• Treatment of severe illnesses and life-threatening injuries 24 hours a day, 365 days a year</li><li>• Urgent medical attention for serious conditions and injuries</li><li>• Access to a wide range of health care specialists and diagnostic equipment</li></ul> |





# Niagara Health's Master Plan Journey

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**1999**

Ontario Health Service Restructuring

**2000**

Amalgamation of Niagara Health Sites

**2009**

Fort Erie and Port Colborne Hospitals were converted into Urgent Care Centres

**2011**

Ontario Ministry of Health (MOH) appoints Provincial Supervisor of Niagara Health.

**2012**

Provincial Supervisors final report recommends a regional model with 2 hospital sites (North & South sites) and closure of the Fort Erie, Port Colborne and Welland sites.

**2013**

Niagara Health St. Catharines Hospital opens.

**2014-2015**

Planning changed to reflect Welland Hospital to stay open.

**2015**

Master Plan submitted to MOH based on recommendations from Supervisor's report. Recommendation includes keeping Welland Hospital open.

**2017**

Niagara Health receives approval from MOH for the South Niagara Site Capital Project as a first project supporting and endorsing the Master Plan.

**2021**

South Niagara Site Request For Proposals (RFP) released in partnership with Infrastructure Ontario.

**2023**

2023-2028 Transforming Care Strategic Plan South Niagara Hospital RFP awarded to EllisDon Infrastructure Healthcare. Construction began on the South Niagara Hospital in summer 2023.

**2024**

Welland Hospital renovations and pre-capital submission to Ministry of Health. Niagara Health presents to Port Colborne City Council about a unique partnership opportunity and local share request for the South Niagara Hospital.

**2028**

Transfer of hospital-based programs and services from the Niagara Falls, Fort Erie and Port Colborne sites to the South Niagara and Welland Hospitals.

**2028**

Opening of the new South Niagara Hospital!

**2030+**

Redevelopment of the Welland Hospital!



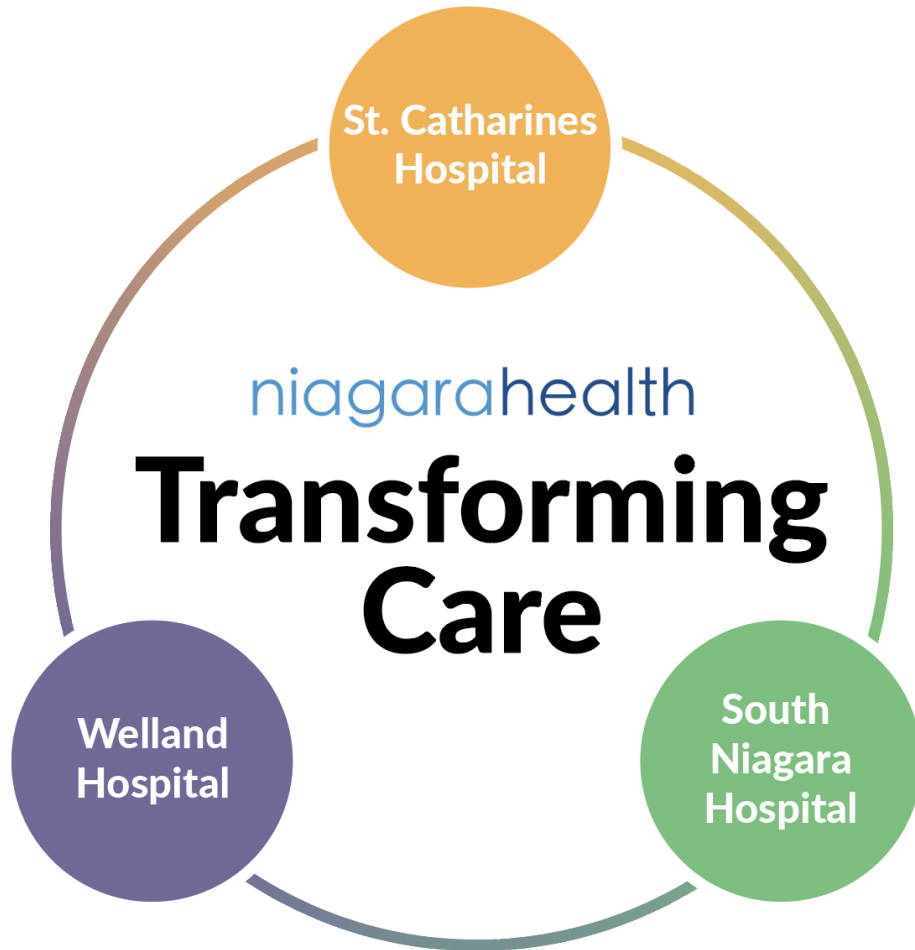
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Transforming our hospitals and how we deliver care means patients will receive **specialized care** from the best clinical experts, including:

- Women and Babies
- Cancer
- Cardiac
- Kidney
- Mental Health and Addictions
- Complex Care
- Stroke
- Wellness in Aging
- Eye Care



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# South Niagara Hospital At-A-Glance

- **With 469 single-patient rooms**, the South Niagara Hospital adds 156 beds to the region.
- **The new state-of-the-art hospital** will help us retain and recruit staff and physicians, as well as keep pace with advancements in care and technology.
- **Regional centres of excellence** in Stroke Care, Wellness in Aging and Complex Care.
- **Full scope of acute care services** - Emergency Department, Intensive Care Unit, Outpatient Mental Health and Addiction Services, Surgery, Kidney Care, Diagnostic Imaging and more.
- **Emergency Department will be 3x the size** of the Emergency Department at the current Niagara Falls Hospital.





# WELL Certification

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In September 2024, Niagara Health announced that the South Niagara Hospital Project had reached an important milestone. The project achieved WELL Precertification through the International WELL Building Institute™ (IWBI)'s WELL v2 pilot, putting the project on the path to becoming Canada's first WELL Certified hospital.

Recognized worldwide throughout the architectural industry, the WELL Certification program is a scientifically developed and independently verified tool to help design buildings and measure their impact on the health and wellbeing of the occupants. Organized approximately 10 concepts of building performance — Air, Water, Nourishment, Light, Movement, Thermal Comfort, Sound, Materials, Mind and Community — WELL is a program that details design and operational guidelines specifically focused on improving health and wellness outcomes for the people using the building.



*There will be 14 gardens and terraces at the South Niagara Hospital as well as walking paths throughout the property. Connecting patients and staff to nature has been shown to improve mental health and support wellness. 20*



# Indigenous Spaces

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Indigenous Healing Room



Co-designed with Indigenous Partners, the South Niagara Hospital will feature an Indigenous healing space and garden that will offer a safe and welcoming space for Indigenous Peoples.

The Indigenous healing garden will be connected to the Indigenous healing room. The garden will provide a quiet space for those looking to connect with nature, support reflection and host Indigenous ceremonies and teaching opportunities.



Indigenous Healing Garden



# Senior Friendly Design Features

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Ambulatory Entrance Lobby

- More than 160 design requirements related to creating a senior-friendly design
- Requirements focus on ensuring lighting, flooring and walls, doorways and windows, hallways, handrails, walkways, ramps, stairs, outdoor spaces, and wayfinding and signage are all designed to meet our expected senior population as a patient, visitor or caregiver.



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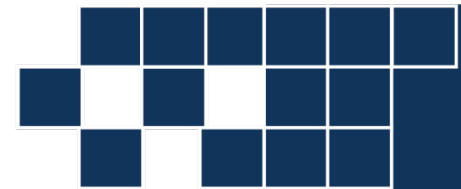


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# Exterior Perspectives - Site and Building

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Aerial View Looking North-West



## TRANSIT HUB

- The South Niagara Hospital will include a central transit hub, connected to Niagara Regional Transit.
- This will be an important feature to ensure residents can access the South Niagara Hospital's specialized services.
- The success of the transit hub will go beyond Niagara Health — it must also include both commitment and appropriate integration from Niagara Regional Transit.

## TRAVEL TIMES TO SOUTH NIAGARA HOSPITAL FROM:

- East Main Street and Farr Road: **9 minutes**
- Welland City Hall: **14 minutes**
- Welland Sports Complex: **15 minutes**
- Welland Hospital : **16 minutes**
- Welland International Flatwater Centre: **16 minutes**
- Niagara College, Welland Campus: **16 minutes**
- Quaker Road and South Pelham Road: **20 minutes**

*\*Travel times are approximate.*



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# The Future of the Welland Hospital

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- Based on the needs of the Niagara population - specifically the large number of seniors with chronic conditions - this site will be an older persons-focused campus of care.
- The top five health conditions in Niagara, include ischemia, heart disease, chronic lower respiratory diseases, diabetes and cerebrovascular disease.
- Lower respiratory disease, dementia and Alzheimer's have all increased in Niagara since 2019.



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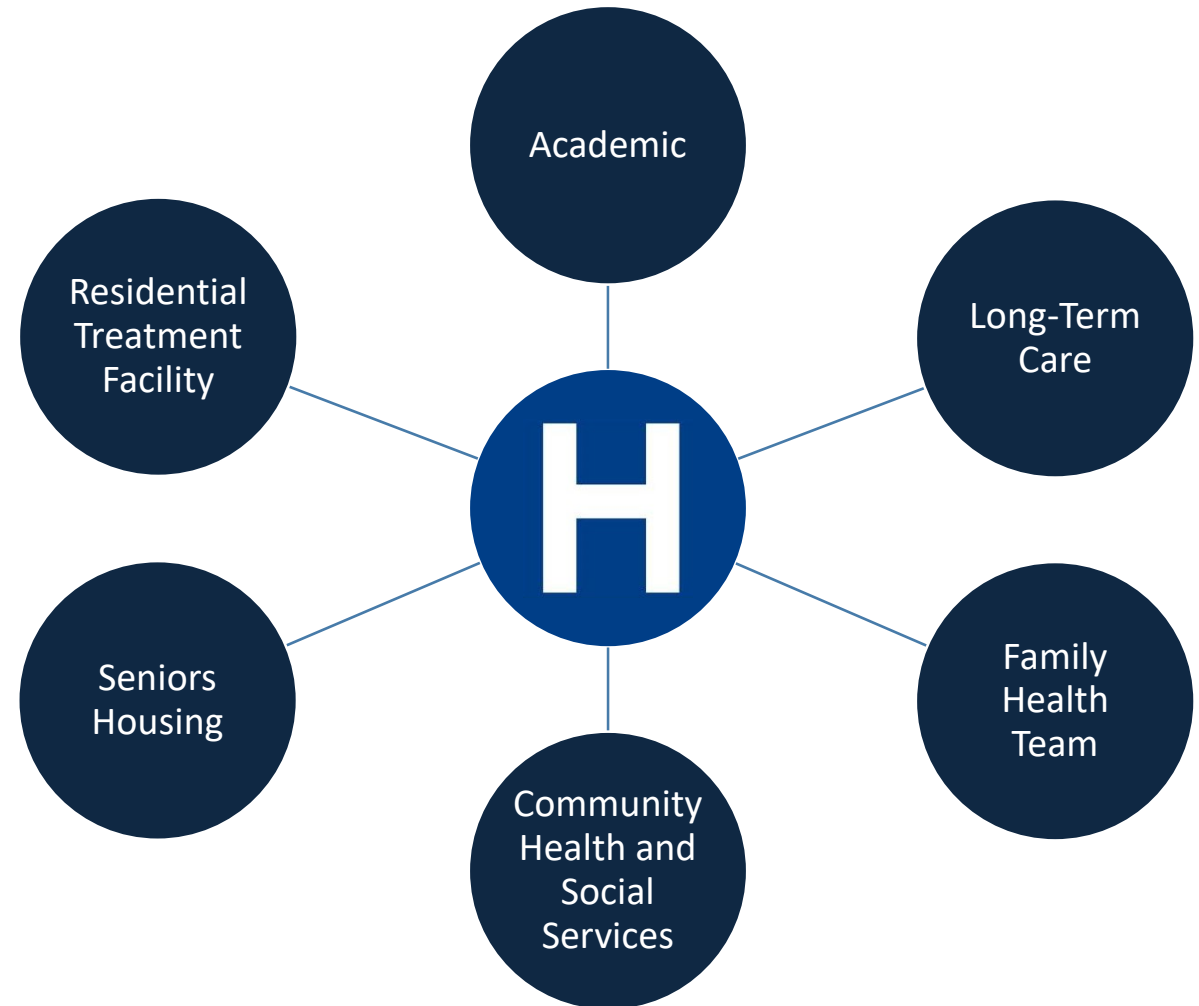
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# The Future of the Welland Hospital

## Creating a Campus of Care (Post-2028)

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**Campuses of care** are where a continuum of community support services, housing options and long-term care beds can be ‘co-located’ close to each other and to the people who need them most.



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# Niagara Health's Extended Care Unit

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- Currently, the long-term care home, much like the Welland Hospital, is outdated and requires redevelopment to meet the future needs of residents.
- Regulatory changes to safety standards for long-term care now require facilities to meet stricter criteria, including installing new sprinkler systems by July 1, 2026. Currently, Niagara Health's Extended Care Unit does not meet these fire safety standards and will not be updated within the required time frame.
- Additionally, the home's licence is set to expire in June 2025, and licensing restrictions prohibit transferring a licence from a non-profit to a for-profit entity. With the operational loss of the long-term care at approximately \$1 million per year, Niagara Health has asked for an extension of its license for additional planning time.



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**Learn more about  
our future plans**