

## 5<sup>TH</sup> MONTHLY EDITION

Keeping you informed on progress and plans for the New Windsor/Essex Acute Care Hospital Project. Brought to you by the Project Management Office.

## Project Vision

Create a state-of-the-art treatment and healing environment for all of those who we care for; a supportive workplace with the latest technologies to allow all of our staff to provide the most efficient and highest-quality care, in a new hospital that supports well-being and has the capacity to provide timely, patient and family-centred care for generations to come.

## PROJECT UPDATE

### A. Functional Program

Now in their final set of meetings, the 38 User Groups have worked diligently with Agnew Peckham Healthcare Planners to develop an excellent Functional Program (FP) document. We are on schedule to have a final draft by the end of June.

During the next several weeks, the team of consultants from Agnew Peckham will do a complete review of the FP before sharing it with the Board.

Once it has been shared with the Board, the FP will be given to the Planning, Design and Compliance (PDC) team of architects and engineers.

### B. RFP for the Planning, Design and Conformance Team

The public RFP to recruit the Planning Design and Compliance (PDC) Team is proceeding well. It is anticipated that the PDC Team will be onboarded at the beginning of August.

## WHY IT TAKES SO LONG TO PLAN AND DESIGN A HOSPITAL IN ONTARIO

Last month, Infrastructure Ontario released its Spring 2022 Market Report providing a schedule for the province's major infrastructure projects, including hospitals. The report indicates the tendering process for the New Windsor/Essex Acute Care Hospital will begin in early 2025 with construction to follow in the spring of 2027.

While many were surprised to learn ground-breaking is still 4 ½ years away, the news marked an important milestone that gives more certainty to the project timeline schedule and puts the new hospital project on the radar of developers who will eventually bid to construct it.

Hospitals are among the most complex architectural and engineering projects to design and construct. They require complicated mechanical, electrical and IT systems, and built-in flexibility to adapt to evolving technologies and demands in the future. In addition, hospital designs must meet or exceed CSA standards to ensure safe, accessible and comfortable care.

## PROJECT MANAGEMENT OFFICE TEAM MEMBERS

New Windsor/Essex Acute  
Care Hospital Project

**Paul Landry**  
Project Director

**Dr. Andrew Petrakos**  
Director of Clinical Services Planning

**Jeff Geml**  
Director of Support Services Planning

**Allison Johnson**  
Manager of Communications &  
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Learn more about the project and  
subscribe to the project email list for  
updates at [www.WindsorHospitals.ca](http://www.WindsorHospitals.ca)



Windsor Regional Hospital (WRH) is following Infrastructure Ontario's detailed planning process for major infrastructure projects. Throughout the process, hospital leaders and the Project Management Team are taking every reasonable step to make sure the project proceeds as quickly as possible, while ensuring due diligence and community engagement along the way.

Below is an outline of the step-by-step process required for major infrastructure projects as it relates to the design and construction of the New Windsor/Essex Acute Care Hospital:

## Scope & Master Plan → (Complete)

The process begins with the hospital and Ministry of Health working to determine the size and scope of the project, along with estimating the budget. In 2015, the Master Plan was announced for a new Windsor-Essex Hospitals System, including a new hospital at the corner of County Rd. 42 and the 9th Concession.

## Functional Program & Block Schematic Designs → (January 2022 - March 2023)

This work started early this year, following the Stage 2 funding announcement in October. Since January, 38 User Groups representing all clinical and support programs and services within the hospital have been working closely with Agnew Peckham to develop the Functional Program (FP).

This summer, a team of architects and engineers known as the Planning, Design and Conformance (PDC) Team will be onboarded and will use the FP to develop Block Schematic drawings. These early design plans will be a "test-fit" of the FP into a building massing and include layouts of all departments, rooms, spaces and adjacencies.

This work is expected to be submitted to the Ministry of Health in early 2023.

## Indicative Design & PSOS Development → (November 2023 - April 2025)

WRH will work with the PDC and consultants to develop Indicative Design and Project Specific Output Specifications (PSOS) requirements. During this 18-month period, User Groups will meet at least three times to develop design briefs and department layout plans for all clinical and non-clinical services.

The Indicative Design establishes the department layouts in more detail, as well as overall building circulation (horizontal and vertical) and building systems, and confirms space requirements presented in the FP. The final product includes master site and building plans and building massing. The Indicative Design will provide WRH's desired patient- and family-centred design concepts, as well as overall building flow and a 3-D visual design of the future hospital.

At a summary level, work in this design stage includes, but is not limited to:

- Geotechnical investigations
- Structural
- Energy Modeling
- Electrical Systems
- Mechanical Systems
- Aviation consultations
- Site plan & landscaping (includes storm water management, parking)
- Building
- Department floor plans
- Interior design (includes plans for natural light, intuitive wayfinding, interior glazing)
- Furniture, fixtures & equipment planning and inventory

The Indicative Design represents approximately **25% of the design**.

To be completed in parallel, the **PSOS** is a document that translates the FP into a set of rules with the criteria to design and construct a new hospital that achieves the FP's objectives.

Together, the Indicative Design and PSOS form part of the RFP procurement document aimed at recruiting a developer or consortium of companies to bid on the project.

The process to select a developer begins with a request for qualifications (RFQ) to identify firms with the capability to design, construct and finance the development of a large hospital project. Teams that meet the qualifications are shortlisted and invited to respond to a request for proposals (RFP).

The RFP submissions must include a proposed design that meets ALL requirements outlined in the PSOS and Indicative Design. Proponent teams may also present design innovations to improve efficiencies and construction costs. These plans require months of work by all design disciplines and engagement by the WRH project team and user groups.

Once the RFP is closed, WRH and Infrastructure Ontario (IO) will complete a rigorous evaluation process to select the proponent that best meets the requirements. The RFP submissions are in two-stages: a technical submission and a financial submission.

Working Drawings & Construction

Once the winning bidder is announced, working drawings are accelerated as WRH, IO and the Developer drive towards commercial close and signing of the Project Agreement.

Once a contract is awarded, construction begins immediately while the final design is further developed.

The following is a high-level summary of the design work that lies ahead for the project and an expected timeframe.

SUMMARY OF DESIGN WORKLOAD FOR THE NEW WINDSOR/ESSEX ACUTE CARE HOSPITAL



Main design disciplines and scope of work	Nov. 2023			Spring 2025		Spring 2027		
	0-6 mths	6-12mths	12-18 mths	RFQ	RFP Period	0 - 6mths	6 - 12mths	12-18mths
<b>A. Engineering analysis &amp; design</b>								
- Geotech (Soils investigation, depth to bedrock)								
- Structural (Options analysis: concrete and steel)								
- Energy Modeling (Analysis of alternative energy systems: geothermal, solar)								
- Electrical Systems (incl'g IS/IT systems, power plant, etc.)								
- Mechanical Systems (Plumbing, air exchange systems, filtration, etc.)								
<b>B. Aviation Consultant – Location &amp; indicative design</b>								
<b>C. Architectural analysis &amp; design</b>								
- Site Planning & Landscape (Sustainability, storm water management, parking, landscape)								
- Building (Interior volumes, circulation, exterior envelope /curtain wall)								
- Department Floor Plans (3 rounds with 38 user groups for clinical & non-clinical serv)								
- Interior Design (Natural light, intuitive wayfinding, interior glazing, room data sheets)								
- Furniture, Fixtures and Equipment Planning (FF&E), inventory								
<b>G. Architectural – Develop the Project Specific Output Specifications (PSOS)</b>								
<b>H. Architectural – Procurement Documents (RFQ release - Spring 2025)</b>								
	--- Indicative Design Period			--- Procurement Period		--- Working Drawing Period		
	- by Planning, Design & Conformance Team (PDC)			- Design dev't by pre-qualified RFP proponents		by selected developer CONSTRUCTION BEGINS (48-52 mths)		

*“Think of it like an orchestra. The lead architect is the conductor and has to make sure all disciplines are doing their work in sync. And together they make the music out of the music sheets in the case of the orchestra. In this case they build one of the world’s most complex types of buildings - a hospital - out of the documentation provided.”*

# THE CAPITAL PLANNING PROCESS: NEW ROADMAP - SAME DIRECTION & ETA

There is a new roadmap hospitals are required to follow when building new facilities in Ontario.

In April, the Ministry of Health released its revised Capital Planning Manual for all hospital capital development projects (large and small).

At its core, the previous 5-stages of planning and development for a major hospital development project have been replaced by a 3-phase process. The WRH project is transitioning between the old process and the new.

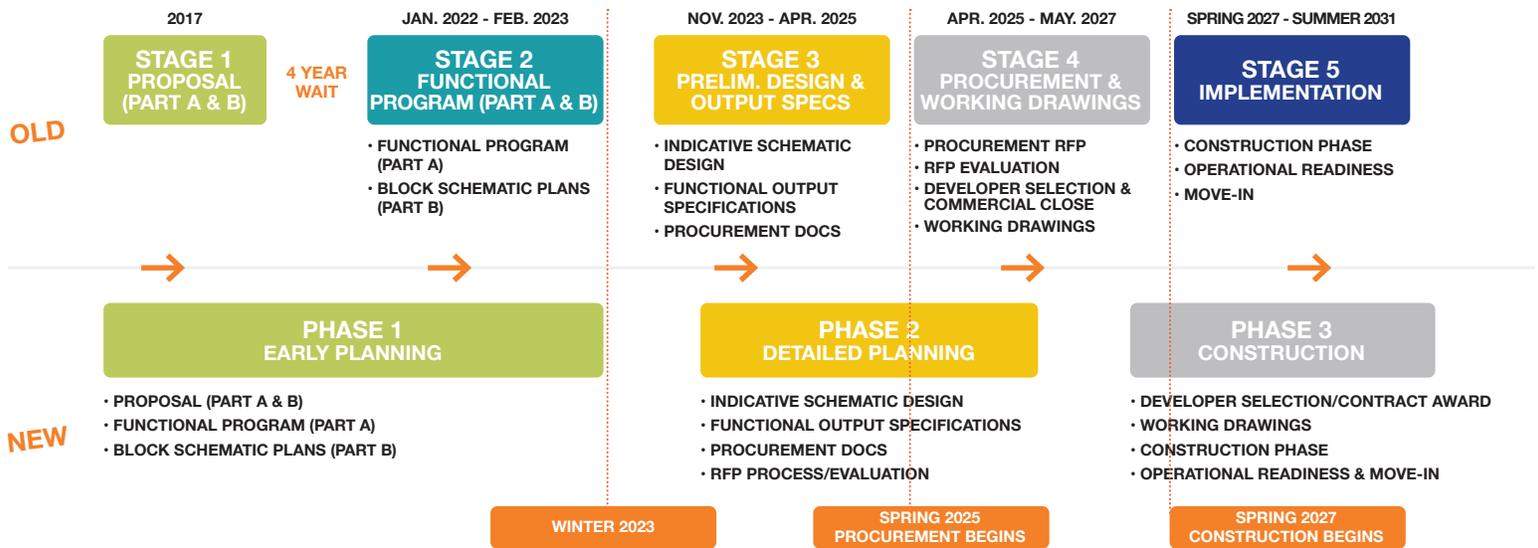
The planning, design and development work and required documents for review and approval by the MoH are very similar to the previous process. The intent is to introduce

potential efficiencies and streamlining to make projects advance more quickly

The new process does not change the timeline for the planning and development of the new Windsor Essex Acute Care Hospital, as illustrated in the image below.

“The recently released Infrastructure Ontario Market Update has the tendering process for the new hospital scheduled to begin in 2025 with ground-breaking expected in Spring of 2027,” says Project Director, Paul Landry.

“These dates are based on the amount of work it will take to plan and design the hospital and the procurement process to onboard the developer.”



## HEALTH INNOVATION PARK

Windsor Regional Hospital and the University of Windsor are exploring a potential partnership around a new health and innovation park on lands purchased for the new Windsor/Essex Acute Care Hospital.

“A health innovation park will provide a physical space for students from all health disciplines to collaborate and will allow us to partner with innovative private firms,” says Dr. Wassim Saad, WRH Chief of Staff. “This is the time to do it.”

“This is not just about how we can look after our patients now, but it is about how we will be able to look after them in the future”

The project will position Windsor-Essex as a leading region for education, training and research for the healthcare sector for many years to come. The ambitious plans follow many years of discussion and exploration of opportunities to enhance regional health research capacity and strengthen the partnership between the university and hospital to benefit the community.

The partnership builds on the incredible work of the WeSpark Health Institute and will enable the New Windsor/Essex Acute Care Hospital to attract leading healthcare practitioners.

