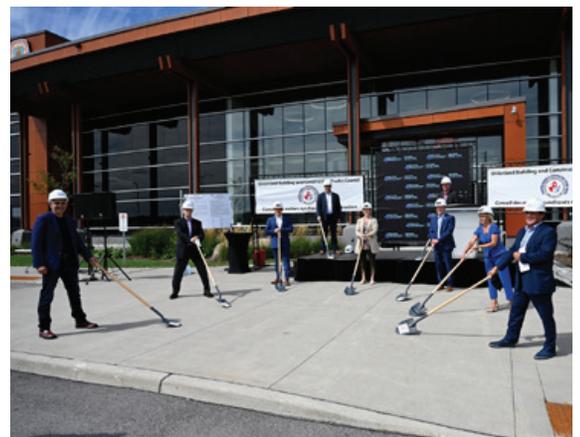


October 2020

CHECKPOINT



Welcome to the New Civic Development CHECKPOINT, the new monthly update you can expect to see on The Ottawa Hospital's new Civic campus development, which will be located on Carling Avenue adjacent to Dow's Lake. The new hospital will be the major referral centre for Eastern Ontario, Western Quebec and parts of Nunavut, and the Eastern Ontario Trauma Centre. As one of Canada's largest acute care learning and research hospitals, the new campus will provide a full range of specialized services, research and education for those with the most complex injuries and illness.



New civic development enters stage two - doors scheduled to open in 2027/28

In September the Board of Governors for The Ottawa Hospital officially launched the next stage of development for the new Civic campus.

“I would like to commend the physicians, staff, and management of The Ottawa Hospital for their continued, inspiring response to the COVID-19 pandemic, and their dedication to helping our project team move forward in planning the new hospital,” said Katherine Cotton, Chair, Board of Governors, The Ottawa Hospital. “We will create an environment that inspires through training and education the next generation of exceptional, world-ranked clinicians, with the promise of compassionate, exceptional care.”

The Board of Governors has called on Tony Sottile to be Chair of the Master Planning Committee of the Board.

Tony Sottile recently retired as CEO of the Modern Niagara Group Inc., one of the most highly regarded mechanical contractors in North America under Tony’s leadership.

Cameron Love, President and CEO of The Ottawa Hospital, and Joanne Read, Executive Vice President, Chief Planning Officer, are leading the new Civic development on behalf of the hospital.

The project is currently at ‘Stage 2’, of the Ontario Ministry of Health’s Capital Planning Process. This stage outlines the type of hospital programming, square footage allotment for space, the high-level architecture and design, financial planning, and site requirements for the new site.



Katherine Cotton, Chair of the Board of Governors: “The new Civic development will advance and revolutionize healthcare for the next fifty years-- for all communities we serve.”



Tony Sottile, Chair of the Master Planning Committee of the Board: “For The Ottawa Hospital, this is a new era of resilience and safety in facility planning for wide-ranging emergencies, trauma, and pandemic planning, and of our health system partnerships and leadership.”



A primer on the new civic campus: what is a tertiary, world-class hospital?

Health care is divided into levels of care: primary, secondary, and tertiary.

Primary Care: General Practitioners

Most health care visits start with primary care, a first stop to assess symptoms and medical concerns, usually with a family physician, a nurse practitioner, or a physician assistant, for example.

Your primary care provider typically refers you, if needed, to specialists and other specific types of care.

Secondary Care: Specialists

When your primary care provider refers you to a specialist, you are then in secondary care. Secondary care simply means you will be taken care of by someone who has more specific expertise in what is ailing you.

Specialists focus either on a specific system of the body or a specific disease or condition. For example, cardiologists focus on the heart and its vascular system. Endocrinologists focus on hormone systems and some specialize in diseases like diabetes or thyroid disease. Oncologists have a specialty in treating cancers, with many focused on a specific type of cancer.

Secondary care is where most people are treated when they have a medical condition that requires specialized expertise.

Tertiary Care and Hospitalization

If a patient is hospitalized at The Ottawa Hospital, it is likely due to the patient's need for a higher level of specialty care within a 'major referral centre' hospital. The Civic and General Campuses of the Ottawa Hospital are tertiary hospitals which receive patients from primary and secondary health resources including smaller community hospitals, which provide excellent care for patients, in communities in Eastern Ontario, Western Quebec and Nunavut.

Tertiary care requires advanced diagnostic imaging equipment, pain management, surgical expertise, and complex care management for the most severely injured or ill. The Civic Campus is also the trauma centre for Eastern Ontario and Western Quebec, another highly specialized field of medicine.

A tertiary hospital, and a world-class centre like The Ottawa Hospital, has on staff highly trained specialists from all over the world, many of them world leaders in their field, who conduct research to advance medical science, and teach the next generation of clinicians on a daily basis. These specialists – in medicine, surgery, nursing, respiratory, physical, and occupational therapy, dietetics, as well as numerous other allied health professionals -- often hold academic teaching and research positions affiliated with the University of Ottawa, and other academic centres.





Here's what is promised in your new tertiary, world-class hospital

- **Patients and families:** an inspired setting that speaks to the promise of compassionate, exceptional care.
- **Staff and volunteers:** the value of health, wellbeing, and balance, well resonate in natural lighting and modern, safe workspaces, outdoor landscapes, and recreational areas for optimal performance and personal restoration.
- **Clinicians, scientists, and trainees/learners:** the pursuit of ground-breaking research and discovery will integrate seamlessly as a cornerstone of exemplary care, and the education and inspiration of our future work force.

- **Community relationships:** foster beneficial relationships and contribute to the improved health and wellbeing of residents in Eastern Ontario and Nunavut.
- **Innovation:** paramount in every aspect of the new hospital – in its form and function, its design, its building engineering, and techniques, in construction materials, in environmental responsibility and sustainability, and in state-of-the-art information systems and technology.
- **Economic driver:** new Civic development will stimulate the economy in Canada's capital by creating thousands of jobs, not only during construction, but in ancillary businesses and enterprises that support people, services, and the community.
- **State-of-the-art facility:** a new era of safety in emergency and pandemic planning, of health system partnership and leadership, for the good of the region, for Canada, and the world.



Partnering to deliver compassionate, cutting-edge health care, research, and education



Joanne Read, Executive Vice President, Planning for The Ottawa Hospital and Project Advisor **Graham Bird**, President & CEO of GBA Group are leading the new Civic development team.



Managing the project and providing development advisory services is the Ottawa-based GBA Group, under the seasoned leadership of Graham Bird.

Graham is overseeing a group of development specialists in the areas of universal accessibility under Marnie Peters, information communication systems under Dean Henderson, and communications and stakeholder engagement under Kathryn Hendrick -- among many other portfolios required to complete the development of the campus.

Deloitte, led by Gianni Ciufu, is working through the complexities of the financial planning to build and operate the new hospital, and maximize costs and efficiencies. Helping the project team on cost projections for the full build-out are specialized consultants and 'quantity surveyors', Marshall & Murray Inc. Site planning and approval studies are being led by Parsons Inc.

Architectural Services are provided by HDR Architecture Associates, Inc., who have been working closely with the Master Programming team, functional planning experts, Agnew Peckham Health Care Consultants.

"We intend to open our new doors in the fall of 2027 or spring 2028, with construction beginning in 2024," said Cameron Love, President and CEO of The Hospital. "We envision a centre with approximately 800 new hospital beds in this phase of development. With the talented project team we have assembled working closely with our dedicated hospital staff, our commitment to the region is to deliver a full range of the most advanced, specialized health services to care for those with the most complex injuries and illness --on time, and on budget."

It takes a mighty village to build a new, world-class teaching hospital, and a village who is highly trained with important skills. Indeed, the senior management staff of The Ottawa Hospital has enlisted a team of subject matter experts with successful track records in hospital design, planning, financing, construction and project management.

"We are fortunate to have a talented team of experts who are helping us make this next stage of development a success, and to lay the foundation for construction to start in 2024,," said Joanne Read, Executive Vice President, and Chief Planning Officer. "Our work now is to complete the functional planning for the new hospital, to determine the services we will deliver as a highly specialized, major referral and trauma centre for Eastern Ontario, Western Quebec and Nunavut. The new Civic development will integrate clinical and basic research as well as training and education of the next generation of health care scientists and workers."



Labour Day 2020 Celebrates Agreement Between Building and Construction Trade Unions and The Ottawa Hospital

A historic partnership between the Unionized Building and Construction Trades Council of Eastern Ontario and Western Quebec (BTC) and The Ottawa Hospital was struck in commemoration of Labour Day 2020 and to launch the next stage of the new Civic campus development. (L-R) John Bourke, President, BTC; Richard Hayter, Director, Community Relations, BTC; Tony Sottile, Chair, Master Planning Committee, The Ottawa Hospital Board of Board of Governors; Luigi Carrozzi, Business Manager of LIUNA Labourers, Local 527, director, BTC; Catherine Cotton, Chair of the Board of Governors, The Ottawa Hospital; Rod Thompson, Area Manager / Local Union Coordinator, Local 93 United Brotherhood of Carpenters & Joiners of America; Cameron Love, President & CEO, The Ottawa Hospital; Joanne Read, Executive Vice President Planning Services, The Ottawa Hospital; and Graham Bird, President & CEO, GBA Group

A historic partnership between the Unionized Building and Construction Trades Council of Eastern Ontario and Western Quebec (BTC) and The Ottawa Hospital was struck in commemoration of Labour Day 2020 and to launch the next stage of the new Civic campus development.

Given the recent pandemic and the urgency for a new facility in the region, officials from the BTC and The Ottawa Hospital signed a New Civic Development Project Charter, a commitment to work on a 'no work stoppage' arrangement with its 35,000 members of the unionized building and construction trades, in over 60 construction fields, for the duration of the hospital development.

The Charter establishes a framework to engage the most highly trained and skilled trade specialists who bring superior expertise and contemporary thinking to a best-in-class, health, research, and education campus. The Charter envisions several collaborations, including a children's daycare on the Carling Avenue site to accommodate families of workers. The BTC intends for the framework to lead to an ongoing financial contribution by all contractors and skilled trade workers. Details are to be worked through over the coming months.

“As we celebrate Labour Day 2020, the COVID-19 pandemic has reinforced the importance of partnerships in ensuring our workers have safe, infection-controlled worksites,” said John Bourke, president of the BTC. “The new Civic development will have the highest health and safety standards as we move deliberately towards a more diverse workforce, including youth, women, Indigenous people, persons with disabilities, and new Canadians.”

The Charter also commits the BTC and The Ottawa Hospital to work collaboratively to train and replace the twenty percent of the trade workforce expected to retire in the next ten years, with individuals from traditionally disadvantaged populations looking to prosper in careers in the building and construction sciences.

For its part, the Ontario construction industry is seeking to recruit, hire, and train over 103,000 additional highly skilled trade workers, with the new Civic development providing them a full-scale, leading-edge facility to train and work as apprentices with skilled journeymen.

Tony Sottile, Chair of The Ottawa Hospital's Board of Governors' Master Planning Committee, and a veteran of the construction industry, said the new facility will create thousands of new jobs in many sectors, not only construction, and stimulate the local economy for years to come.



The dynamic duo of President **John Bourke** (L) and Director of Community Relations, **Richard Hayter** –committed leadership and advocacy on behalf of the Building and Construction Trades Council of Eastern Ontario and Western Quebec.

The Project Charter Labour Day 2020

A Partnership Agreement between the

Unionized Building and Construction Trades Council of Eastern Ontario and Western Quebec and The Ottawa Hospital

The Unionized Building and Construction Trade Unions of Eastern Ontario and Western Quebec and The Ottawa Hospital commemorate this Labour Day 2020 with the following partnership agreement:

- We make our commitment to you today in honour of the skilled building and construction trade workers who will make the dream of the new Civic development come true.
- The Building and Construction trade professionals will competently perform over sixty construction activities at the new Civic site – we will do it right, the first time and every time.
- We are collectively committed to contributing the best of our knowledge, expertise and pride of workmanship to build the highest quality, most durable and reliable structure that will rival the longevity of the old Civic building it will be replacing.
- We will bring the best practices in modern construction technology, environmentally sustainable materials, and operating systems.
- We will ensure that the new Civic development will have the highest health and safety standards as we move deliberately towards a more diverse workforce, including youth, women, Indigenous people, persons with disabilities, and new Canadians.
- We will work collaboratively to train and replace the twenty percent of the trade workforce expected

to retire in the next ten years, with individuals from traditionally disadvantaged populations looking to prosper in careers in the building and construction sciences.

- We will recruit, hire, and train the next generation of highly skilled trade workers, with the new Civic development providing a full-scale, leading-edge facility to train and work as apprentices with skilled journeymen.
- As the existing Civic Campus of The Ottawa Hospital was created from the urgency of the Spanish Flu a hundred years ago by our brothers and sisters, we will support The Ottawa Hospital in its efforts to grow the health system partnership in the region, to prevent and protect all from the spread of future pandemics, to train the next generation of exceptional, world-class clinicians, with the promise of compassionate, exceptional care.
- The Unionized Building and Construction Trades Council of Eastern Ontario and Western Quebec will be by your side for the entire journey, to help you achieve this historic development for the families of our region – for the betterment of our health, and no less for Canada, and for the world.



A word from Cameron Love, President and CEO, The Ottawa Hospital:

One of the most exciting things we will do for healthcare in this region is build the new Civic Campus. As the new President and CEO, I have the tremendous honor to lead The Ottawa Hospital team through the next stage of healthcare transformation in our community, one on an unprecedented scale.

The last six months have presented significant challenges for healthcare organizations, our community, this province, and country as we manage through the pandemic. But we have made great strides in managing this community and through research a vaccine will be discovered, and we will get through this.

We are at a very exciting time for healthcare for our region, as we take what we have learned from the pandemic and move forward with the development of our new Campus, which will be the largest and most advanced hospital built in Canada, and the focal point to transform healthcare in Ottawa for the next 50 years.

Not only will it provide the most advanced services for those with the most complex injuries and illness, it will also be home to a research and innovation platform that will advance and revolutionize healthcare for the future of our communities and country.

We have assembled a great local team of professionals with the GBA Group working with us to lead the project, our architects HDR, Agnew Peckham as our

programmers and Deloitte organizing our financial strategy. This team is moving us forward to be ready to start construction in 2024, and open the new site by 2027.

We are truly at a pivotal point in health care and over the next decade. We have a once-in-a-generation opportunity to build a legacy of world-class care, not just for us but for our children and the generations that follow.

But like the past, our future can only become a reality with the support of all our communities. I want to thank the Building and Construction Trades Council for your support and commitment to advancing health care in this region.

Almost to the day a century ago, the construction industry built the first Civic Campus, which was a health care icon of its time. Fast forward 100 years to when we start construction in 2024, and the skilled professionals in the building and construction trades will once again build one of the most advanced health care buildings in North America.

We could not do this without you. On behalf of our TOH team, I can't thank you enough for your partnership, generosity, collaboration, and support to help us build a legacy of world class care for patients and families across this region.



What is the mission of The Ottawa Hospital?

The Ottawa Hospital is a compassionate provider of patient-centered care with an emphasis on tertiary-level and specialty care, primarily for residents of Eastern Ontario.

The Ottawa Hospital educates future health-care professionals in partnership with the University of Ottawa and other affiliated universities, community colleges, and training organizations.

The Ottawa Hospital develops, shares, and applies new knowledge and technology in the delivery of patient care through world-leading research programs in partnership with the Ottawa Hospital Research Institute.

- Three main campuses at The General, The Civic, and the Riverside, with 19 satellite sites
- 12,411 employees; 1,400 volunteers,

- 4,435 nurses; over 2,500 physicians, residents and fellows
- 1,224 beds
- 175,200 emergency visits and 1,125,580 ambulatory care visits last year
- 6,341 babies delivered last year
- 62 scientific labs
- 18 state-of-the-art core research facilities
- 734 active clinical trials
- 12,371 patients enrolled in clinical trials



Dr. Duncan Stewart, MD, FRCPC
Executive Vice-President, Research,
The Ottawa Hospital



Cameron Love
President and CEO,
The Ottawa Hospital



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