

CHECKPOINT



The 2.8 billion-dollar-puzzle:

How to fund one of Canada's largest new hospitals

As planning moves ahead on the new Civic development, the project's finance team is working away in the background on a critical question:

How do we pay for it?

The Ottawa Hospital's finance team, led by Executive Vice President and Chief Financial Officer Nathalie Cadieux, is working closely



The Ottawa Hospital's finance team: Left to right: Senior Treasury Specialist Rob Van Galder, Finance Business Partner Lindsay Ostrom, Director of Accounting and Treasury Ryan Lecuyer, and Executive Vice President and Chief Financial Officer Nathalie Cadieux.



Gianni Ciufo, a partner with Deloitte and the Financial Advisory Civil Government Leader as well as the National Leader for the Social Financial Finance practice, is the lead for the finance team.

with financial and development experts to navigate the complex financial landscape.

"We need to make sure the new development is affordable, and the operating costs are sustainable for the hospital, while at the same time, aligning with our long-term planning and goals to provide excellent health care to our region – not just on opening day, but for years to come," she said.

"That's a big task, but we have the right team in place to build the best financial model. I'm very proud of the solutions we've been able to find."

The proposed development calls for 2.5 million sq. ft. to house 44 specialized programs. Scheduled for completion in the spring of 2028, the total project cost is estimated at \$2.8 billion with a local share

contribution of \$687 million. The Ontario Ministry of Health's share of funds is \$2.1 billion, in 2021 dollars.

Director of Accounting and Treasury Ryan Lecuyer, Finance Business Partner Lindsay Ostrom, and Senior Treasury Specialist Rob Van Galder round out the hospital's finance team. Their work has complemented the strategic expertise of the finance consultants, building cash flow models and analyzing financial business cases so that the new Civic development is both affordable and financially resilient.

Gianni Ciufo, a partner with Deloitte and the Financial Advisory Civil Government Leader as well as the National Leader for the firm's Social Financial Finance practice, is the lead for the finance team. The new Civic development is among over a dozen Canadian hospitals he has worked on. Gianni said the potential funding partnerships to help support the hospital are unique, given the relationship with the federal government, who generously provided a ground lease for 99 years, and the beautiful, natural setting in the heart of the nation's capital.

"Planning for a project like this is a huge job – it's a balancing act between all the teams and what needs to be planned for and costed out," said Gianni. "We plan for a 30-year window, so we have to carefully estimate funding sources to make sure the hospital can depend on them for that length of time."

While the Ontario Ministry of Health has committed to \$2.1 billion, the hospital will have to find ways to fund the remaining costs to pay for the facility furniture, fixtures,

equipment, research, parking, and retail amenities, to name a few. Some, but not all, of the local share will be provided through a fundraising campaign led by The Ottawa Hospital Foundation.

"The project team is working hard to determine the best way to cover our costs now and into the future for the new Civic," said Alannah Bird, Development Manager for GBA Group, the project advisory for the new Civic. "We are looking at innovative funding schemes and new revenue sources that will help the hospital achieve a healthy financial bottom line."

"Revenue opportunities to support the hospital's local share will include a retail strategy that supports patient, staff and visitor wellness through health-related services and amenities like healthy food vendors," Alannah added. "By developing a detailed parking strategy and renting out space for medical offices, we hope to be able to create a bustling 'health village' at the new

site – right by the corner of Preston Street and Carling Avenue. The entire project team is focused on bringing the best hospital we can to the region, and to ensure it's not only extraordinary, but it's affordable."



Alannah Bird, Development Manager for GBA Group, the project advisory for the new Civic.



"Build the best partnerships, and keep your eye on the prize."

–Jan Harder, veteran city councillor and Chair of Ottawa's Planning Committee

Fortunately for the region served by The Ottawa Hospital, not only is Councillor Jan Harder one of the most experienced city councillors in the country – she also plays a critical role in the success of the new Civic Campus.

"Certainly, as Chair of Ottawa's Planning Committee, I have a great responsibility to ensure our planning process is in lockstep with the progress and process of building Ottawa's new Civic Campus and trauma centre," Councillor Harder said.



'I intend to be a champion for the new Civic,' City Councillor and Planning Committee Chair **Jan Harder**.

"It is not simply a matter of approving each stage of the development. I intend to be a champion for the new Civic, to keep my eye on the process, to help staff keep to their timelines, and to usher this development through the planning process to Committee and to City Council. I will reach out to my elected colleagues for their continued support in this massive investment in health and science."

Councillor Harder sees the importance of having a light rail station at Dow's Lake ready and operational in spring 2028 when the new hospital opens. "This will mitigate the largest concern in the community which is traffic and parking," she added.

As chair of the City's Planning Committee, another important challenge for Councillor Harder is ensuring the hospital integrates and connects to the surrounding community, through links to transit, all aspects of active transportation, the presence on Carling Avenue, accessible greenspace and the Central Experimental Farm.

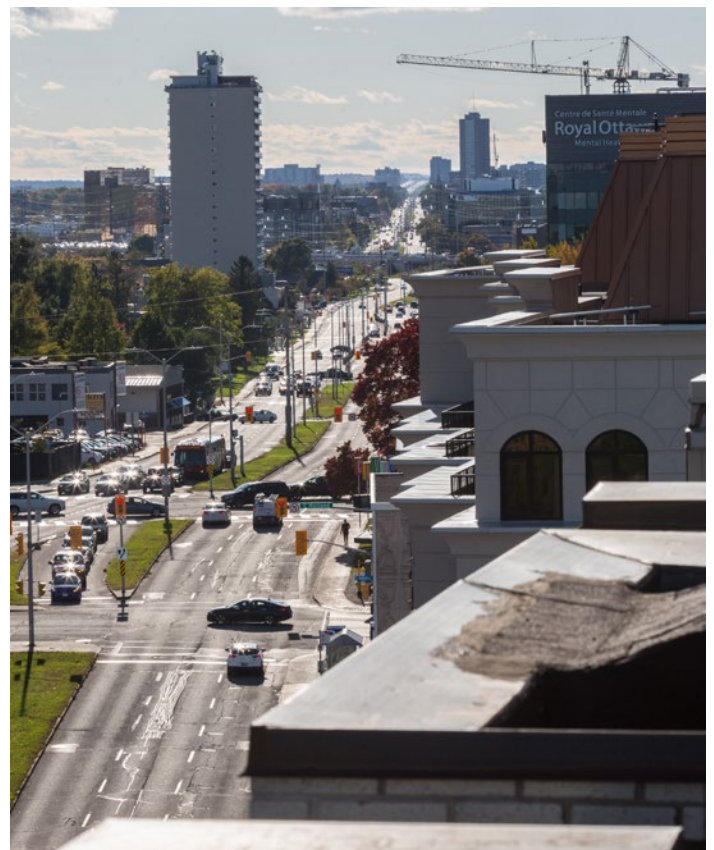
"The site for the new hospital is a jewel location in Canada's capital," Councillor Harder said. "The City of Ottawa is investing in the immediate area -- in secondary plans and community design plans -- that will enhance the ability and functionality for people to live, work and play within the campus environment."

With 5000 staff and visitors expected to be on site every day at the new Civic Campus, the project team is focused on a design for a transit-oriented site. The new campus expects to rely on multi-modal forms of transportation forms such as public transit,

cycling, walking and automobile travel. The goal is to embed the full-scale planning for the Dow's Lake light rail station into the start of the project.

Councillor Harder is concentrating on several planning priorities including the best way to integrate the Central Experimental Farm, to partner with Agriculture Canada and to engage meaningfully with local First Nations communities.

Her advice to the new Civic development team: "Stay the course, meet every timeline, engage the people you serve, build the best partnerships and keep your eyes on the prize. This is one of the most important projects in the history of our city and our region. It will take the commitment of everyone to see it through, now and into the future."



Indigenous Peoples Advisory Group to seek cultural safety, representation, trust

**"Imagine a new Civic Campus that reflects the contributions of First Peoples."
– Marion Crowe**

For Marion Crowe, the new Civic development is a space where The Ottawa Hospital's Indigenous patients will come for culturally safe and respectful care – and where they will see themselves and their stories reflected.

Marion is a proud member of the Piapot First Nation in Saskatchewan and is the first Indigenous person to be appointed to The Ottawa Hospital's Board of Governors.



Marion Crowe is a proud member of the Piapot First Nation in Saskatchewan, and the first Indigenous person to be appointed to The Ottawa Hospital's Board of Governors.

"Imagine a new Civic that reflects the contributions of First Peoples, where patients can enhance the quality of their care with traditional medicines and practices," she explained.

To achieve this vision, Marion is working with community leaders to establish an Indigenous Peoples Advisory Group for the new Civic development.

"Our hope is to build a meaningful partnership together with Indigenous peoples, establish trust and confidence in mutual efforts to build the best hospital, and to focus on Indigenous cultural elements, job creation, economic investment, education and training," Marion said. The group will

include national and local representation from Algonquin and Mohawk First Nations, Métis, Inuit and urban Indigenous peoples.

"We hope to build on the strengths of the Indigenous Cancer program at the hospital and develop a broader network and stronger relationships with our Indigenous partners," said Marion. "We want to help contribute to a climate of cultural safety, and to be a healing centre that is inclusive of the values and beliefs of the Indigenous peoples we serve."

The new Civic development and all three of The Ottawa Hospital's existing campuses are located on unceded Algonquin territory. As well as serving patients from Eastern Ontario, the hospital is the tertiary referral centre for patients from the Qikqitani region of Nunavut, which includes Iqaluit.

The Ottawa Hospital serves First Nations, Métis, Inuit and urban Indigenous peoples of many backgrounds from across the region, including the Algonquins of Pikwakanagan First Nation, and the Mohawk territory of Akwesasne.

"This is an opportunity for us to be guided by the collective voices of Indigenous peoples," said Marion. "I really am hopeful that we will see the unique and diverse needs of Inuit, Métis and First Nations communities woven throughout the new Civic development."

"There is much we can do to integrate Indigenous culture and sensitivity into the healing experience for patients and family at The Ottawa Hospital," said Marion.



The Sivuniksattinu Qajaq art installation at The Ottawa Hospital's General Campus, created by Tungasuvvingat Inuit artists, is an example of the kind of visual representation for Indigenous Peoples that could be woven throughout the new Civic.

Finding healing far from home

When Saila Kipanek, a traditional Inuit carver from Nunavut, was diagnosed with cancer he knew his best chance for survival was treatment at The Ottawa Hospital. But undergoing treatment so far away from his family, friends, and his community took a toll on his mental health. The new Civic development is now engaging with its Indigenous partners to ensure that the new facility integrates traditional culture, healing, employment and training.

Find out how we created a unique space to help Saila heal. Read more at: www.ohfoundation.ca/saila



Great ideas from the front line

"I want us to feel the pride of reaching for the stars."

– Dr. Michael Schlossmacher



Dr. Michael Schlossmacher is a clinician-scientist focused on improving the lives of individuals with neurodegenerative diseases.

The functional programming and the preliminary design for the new Civic development represent significant contributions from frontline staff and physicians as well as a collection of ideas from best-in-class facilities around the world.

Dr. Michael Schlossmacher is the Director of Neuroscience at The Ottawa Hospital's Research Institute.

By way of introduction, Dr. Schlossmacher is a clinician-scientist focused on improving the lives of individuals with neurodegenerative diseases. When he was a student in his hometown of Vienna, he considered becoming an artist before ultimately deciding on medicine.

With training at Harvard University and other leading medical institutions, he was recruited to The Ottawa Hospital and the University of Ottawa in 2006. In addition to

his clinical responsibilities, Dr. Schlossmacher runs a laboratory dedicated to uncovering the molecular basis of diseases such as Parkinson's. He is co-director of the Parkinson's Research Consortium in Ottawa and holds the Bhargava Family Research Chair in Neurodegeneration at The Ottawa Hospital.

Here are a few of Dr. Schlossmacher's many inspirational ideas:

In planning for the new Civic development and neuroscience institute, what do you think makes a good research hospital?

The best research hospitals have a commitment to excellence in the delivery of care and innovative research. This is enabled by cross-fertilization, the seeding of new ideas, an openness to embrace change, and the leadership to make it all happen.

Encouraging researchers to collaborate across disciplines has led to the creation of new fields of study not defined 20 years ago.

How do you see the new Civic development supporting collaboration, innovation, and creativity?

The new Civic Campus needs to have the right space, an area that offers a stimulating environment for inspiration and that facilitates discovery. We also need the right people: people who are attracted to unsolved problems, who are in the right space to collaborate with the right partners, and for whom the space offers a unique opportunity to work together.

What are some of the most important elements to consider in a research facility, laboratory design, and space configuration?

Functionality is key including ease of access to the research building and movement between the hospital buildings. The overarching culture needs to support how different disciplines interact with each other, and how people with different interests can run into each other.

The inclusion of art is very important – art and architecture that inspire us, have an influence on our mood and instill pride. Some leading examples of this are the Cleveland Clinic in Las Vegas at the neuroscience-oriented Ruvo Center, and the recently opened Hale Building for Transformative Medicine at the Brigham and Women's Hospital in Boston, where I spent 16 years.

With the right design, architecture, engineering, and technology, our hope is to create spaces that encourage contentment and satisfaction, inherently calming, and inspiring. What do you hope to see in spaces that heal – not just for patients but also for staff, physicians, and scientists?

We need natural light and transparency, and architecture that allows for art to be displayed on the inside as well as exterior of buildings. In Vienna, art is also loaned by

museums for public places. At Brigham and Women's Hospital, the Pike, a long corridor connecting different buildings of the hospital complex, has an entire photo gallery of world leaders in science and medicine – of note, many of these black and white images were taken by Ottawa's photographer Yousuf Karsh – and beautiful paintings and portraits.

I also hope we could give the new hospital a name that signals excellence, accomplishments, and care; to put the building and the institution as well as the work we do on the map. We should also showcase our accomplishments in a medical hall of fame or a museum of our 'firsts', which as an example the Massachusetts General Hospital in Boston has done tastefully near their Fruit Street entrance.

It would be ideal to have an auditorium and meeting rooms where the public can visit, and a hotel nearby for families of patients, who could enjoy nearby amenities such as the Arboretum.

As a neurologist and scientist, what vision do you have for The Ottawa Hospital's new campus?

I see a centre where our priority is exemplary care developed and delivered for the people of this city, the region, the province, the country, and the world.

I envision that we will collaborate more with nearby institutions such as the Royal Ottawa Mental Health Centre, the University of Ottawa Heart Institute, Carleton University, and grow as a pillar of the city-wide University of Ottawa's Brain and Mind Research Institute.

Together, we will strive to be recognized as the place where we can fix previously incurable diseases. I want us to feel the pride of reaching for the stars, right here in Ottawa, in Canada's capital; in short, to be known as leaders in neuroscience and medicine that are driven by human suffering and inspired by the arts.

When it comes to our birds, we all need to give a hoot

With the wonderful balance of urban and rural land in the nation's capital – the abundance of waterways, wetlands, forests, and parks – we are privileged to share our environment with a rich array of birds including cardinals, blue jays, chickadees, hummingbirds, robins, sow buntings, finches, owls, to name but a few.

Birds, among many of our wildlife species, are an anchor priority in the new Civic

development plan for environmental sustainability and ecological protection.

"While preventing bird collisions at your home can be done by closing your curtains or applying materials like tape or decals to create window patterns, a building as large as the new Civic requires complex planning and design," said Jason-Emery Groën, Vice President and Design Director at HDR Architecture Associates Inc. and lead

In winter, the Snowy Owl visits many parts of southern Canada, including the area by the new Civic.



*Bird photography in this story courtesy of artist, photographer, bird lover and Ottawa resident Pat Nadarajah
-- @PatNadarajah*

architect for the new Civic development. "We are fortunate that great advances have been made in modern design and our ability to significantly reduce bird collisions."

Working closely with the City of Ottawa, the project team is adhering to Ottawa's Bird-Safe Design Guidelines, approved by Ottawa City Council in November 2020, to minimize the potential risks to birds at the Dow's Lake site and to ensure the new hospital is 'bird-friendly,' a term developed by the World Wildlife Fund Canada and Fatal Light Awareness Program (FLAP) Canada in 1995, to address bird collisions with lit buildings at night.

According to the Ottawa Bird Count, over 180 bird species nest in the Ottawa area, with approximately two million birds nesting in our urban area alone. Several of these are listed as species at risk under provincial and/or federal legislation. Up to seven million birds, including a suite of other species, pass through Ottawa during migration, stopping over to rest, forage, or avoid inclement weather.

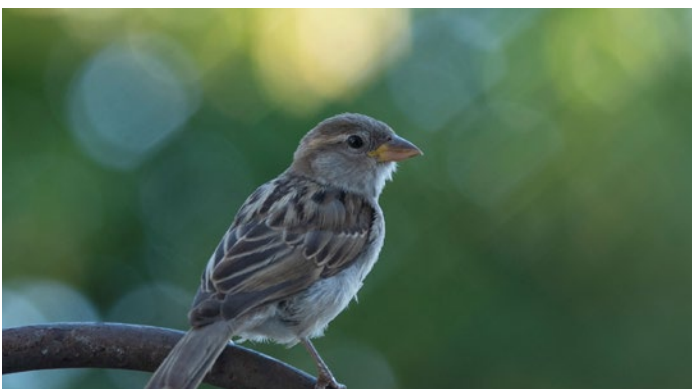
"Marking glass so that it's visible to birds is the best way to prevent collisions. The first and most effective approach is applying a pattern – in either a ceramic FRIT or film to non-reflecting glass," Jason-Emery explained. "The frit and acid-etched patterns can range from



Frequently found in the Ottawa region, the Bohemian Waxwing can be very tame in winter in search of food.

discrete dot shapes to extensive art pieces that project enough visual markers to be perceived by birds and indicate to them that there are solid objects to be avoided."

In addition to these etched patterns, the new Civic building, which expects to feature glass and natural light as part of its promotion of health and wellness, will apply techniques such as window to wall ratio variances, the use of UV reflection techniques to prevent bird injuries and deaths.



The female House Sparrow prefers to nest in man-made structures such as eaves or the walls of buildings.



Regional songbird, the melodious cedar waxwing.

The new Civic development: Transforming the patient experience

When Marcie Stevens arrived in The Ottawa Hospital's Trauma Centre following the Westboro bus crash two years ago, she was met by our team of trauma experts. This team – the Level 1 trauma team for the region – was in place and ready to perform the lifesaving measures needed to treat her and the other 12 crash survivors who were brought to the Civic Campus for care.

Their actions saved her life and while she was still in the ICU recovering, the clinical team was working with Marcie to help her adapt to life as a double amputee.

However, during her time as an inpatient she had to share a room with four others and due to the age of the Civic campus, the design of the rooms meant that her wheelchair didn't fit through the bathroom doorway.

With accessibility planned to reach new standards, the new Civic development will advance how we provide care to our patients. With single rooms, patients like Marcie will have unprecedented privacy, safety and comfort to recover and heal. Each room will have its own bathroom and space for loved ones to spend the night. In-room Smart screens will allow patients to order

food, fill prescriptions, and stay connected to family and friends.

The state-of-the-art new hospital campus will be built with the patient experience top of mind.

Reading Marcie's full story:
www.ohfoundation.ca/marcie.



CheckPoint is a newsletter of the New Civic Project Development Team

Visit us at

www.newcivicdevelopment.ca

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