



# Finishing

# touches

The Ottawa Hospital's vice president of planning, Cameron Love, tells Jenn Monroe that its new master plan is right on schedule

Although it has completed much in the past several years, The Ottawa Hospital is looking forward. Cameron Love, vice president of planning, support services and clinical programs, is doing much to guide the shape of healthcare services for the 1.2 million people that live in the Greater Ottawa region.

In 1998, four Ottawa city hospitals merged to create The Ottawa Hospital, and since 2000 the organization has been working on a \$450 million expansion and renovation project at its three locations: the Civic, General and Riverside campuses.

Its first master plan has created The Ottawa Hospital of today, which features centers of excellence at each campus. The Civic Campus

houses the neurosciences, trauma, vascular and cardiac centers of excellence; the General Campus centers of excellence include cancer care, thoracic surgery, Level III neonatal care, transplant services and the bone and joint program; and the Riverside Campus focuses on outpatient centers of excellence, including eye care, arthritis, diabetes, women's health and kidney care. "We can maximize efficiencies with whole teams on one campus," Love says.

At the core of the organization's initial efforts was the need to rebuild its critical care services, which Love says is its "primary growth area of service." To do this, The Ottawa Hospital significantly expanded the General Campus, adding a new critical care wing with 17 operating rooms, 32 ICU beds, a 32-bed recovery

room, a surgical day care unit, an instrument processing unit and a minor procedures unit. “The Critical Care Wing is the cornerstone to our entire development project,” he says.

The Ottawa Hospital also is in the midst of a \$30 million expansion of General’s emergency department, which is slated for completion in 2010, as well as a \$76 million expansion of its cancer center. In addition, this expansion

program expertise in these communities so that patients receive care close to home and don’t have to travel to us,” Love says.

While the Civic Campus underwent expansion—adding a 35,000-square-foot emergency department, doubling the size of the intensive care unit, adding new units for nuclear medicine, mental health and short-term rehabilitation—the current site is land-locked,

**“You can build all you want, but if your organization is not integrated around the CEO’s vision, you won’t be successful. The planning process this time around was more integrated and will help us as we continue to move forward”**

includes the development of a \$15 million cancer research center as part of its academic mandate. Furthermore, as part of its expansion plans The Ottawa Hospital is leading an innovative model for the provision of cancer services in its region. Through a partnership with the Queensway-Carleton Hospital, an \$80 million satellite cancer center is being developed in the west end of Ottawa. The satellite will be an extension of TOH’s cancer center and developed at the QCH site. This model will ensure that TOH’s cancer programs and services are provided to patients across the region, serving those as close to home as possible. Love says both the cancer center expansion at the General Campus and the satellite center at QCH will be operational by January 2010.

Renovations at the Riverside Campus have been equally extensive. Ninety percent of the seven-story, 250,000-square-foot building was renovated back to concrete to accommodate a new mix of services. Today it offers outpatient care, with each of the top four floors home to a center of excellence in the areas of women’s health, ophthalmology/optometry, diabetes, and kidney diseases. In conjunction with the creation of the Riverside dialysis services, The Ottawa Hospital also partnered with other regional hospitals to provide dialysis in those facilities, again tapping into that regional model of care. “We provide the doctors and nurses and

unable to go up or out any further. A recent master planning exercise confirmed this and has recommended the development of a new Civic site. “From a financial and operational standpoint, it was clear we needed to build a new Civic Campus for the future,” Love says.

This new Civic Campus is the cornerstone of The Ottawa Hospital’s 2020/21 Master Plan. The vision for this new plan is supported by the gains the organization has made in integrating three very different hospitals into one culture. “You can build all you want, but if your organization is not integrated around the CEO’s vision, you won’t be successful,” Love says. “The planning process this time around was more integrated and will help us as we continue to move forward.”

In 2008, the organization identified two preferred sites for this new campus, and both are currently under review. No matter which is approved, the plan for development will be the same, with The Ottawa Hospital looking to build a 2-million-square-foot building to accommodate regional tertiary care, including cardiac care, neurosciences, vascular care and trauma services. According to Love, the new Civic Campus will have nearly 650 inpatient beds, ambulatory services and a research facility.

The Ottawa Hospital was quite selective in searching for a site. Love says the ideal site needed to have at least 60 acres (to be flexible

for future expansion) and be easy to access from a transportation standpoint. It also needed to have basic infrastructure—sewer, electric, etc.—onsite or close enough for a connection. “It had to be able to handle a new hospital campus,” he says.

This new Civic Campus also will be as “green” as possible. “We’re looking at a LEED Certified building,” Love says, “and a green planning process when we get into the design concepts.”

Other features of The Ottawa Hospital’s new master plan include the relocation and expansion of the rehabilitation center at the General Campus and the development of a maternal/newborn Center as a partnership with the Children’s Hospital of Eastern Ontario. “The development of regional centers in partnership

with other providers is essential to the success of these programs and services in the future,” Love says.

The Ottawa Hospital’s future doesn’t rest on capital improvements alone. Technology advancements also are crucial. “We’re in the process of developing a new IS strategic plan,” Love says. “EMR [electronic medical records] is a key component of this plan.” The hospital’s technology initiatives to date have advanced in this direction, and this new IS strategic plan will develop the framework to complete the electronic records and other clinical tools such as corporate scheduling for the future. “This new strategic plan is a critical component to our operational success in the future,” says Love.— *Editorial research by Jim Rose* ■



**Electrical Contractor**  
**Industrial • Commercial • Design-Build**

Celebrating 45 years of service, **C&M Electric** is a leading electrical contractor in Canada’s Capital. We pride ourselves on our commitment to our customers – providing exceptional service on time, on budget and safely.

**C&M Electric** is pleased to have partnered with The Ottawa Hospital on a number of healthcare projects.

**C&M Electric**  
3038 Carp Road | Ottawa, Ontario | K0A 1L0  
P: (613) 839-3232 | F: (613) 839-3443  
[www.cmelectric.com](http://www.cmelectric.com)

“The whole is greater than the sum of its parts.”  
Never has this expression been more appropriate than  
in the Ottawa ICU project.  
We are proud to have taken part in its development.



**M MEDICANA**  
*Your space shapes our world*

P: (514) 335-2677 | F: (514) 745-2983 | Email: [info@medicana.com](mailto:info@medicana.com)