



Un hôpital orienté patient

# Essential information

about the Lachine Hospital modernization project



## Expansion of the Lachine Hospital

the project has been improved thanks to more than \$200 million in funding

On June 29, the Minister of Health and Social Services, Christian Dubé, and Chantal Rouleau, *ministre déléguée aux Transports et ministre responsable de la Métropole et de la région de Montréal*, officially announced more than \$200 million in funding to improve the Lachine Hospital modernization project to better meet the needs of the Lachine/Dorval region. "This major modernization project will allow the institution to better meet the health needs of Lachine citizens. We want to provide the network with infrastructure worthy of the 21st century, consistent with the current clinical reality, and that takes the safety and infection prevention issues highlighted by the health crisis of recent months into account," explained Christian Dubé.

The project involves the construction of a new six-storey building with an area of more than 16,500 square metres, and a redevelopment of the current premises on more than 2,400 square metres, mainly on the first and sixth floors. In addition to the initial project, the expansion will house a brand-new operating room and will be attached to the current building by a connecting block. Once finished, the project will allow the hospital to offer patients 62 single rooms with bathrooms, including 10 in palliative care, 16 in surgery, 29 in medicine and 7 in intensive care. The sectors that will benefit the most from the work are the outpatient area, critical care, care units and the medical device reprocessing unit.

### Project Highlights

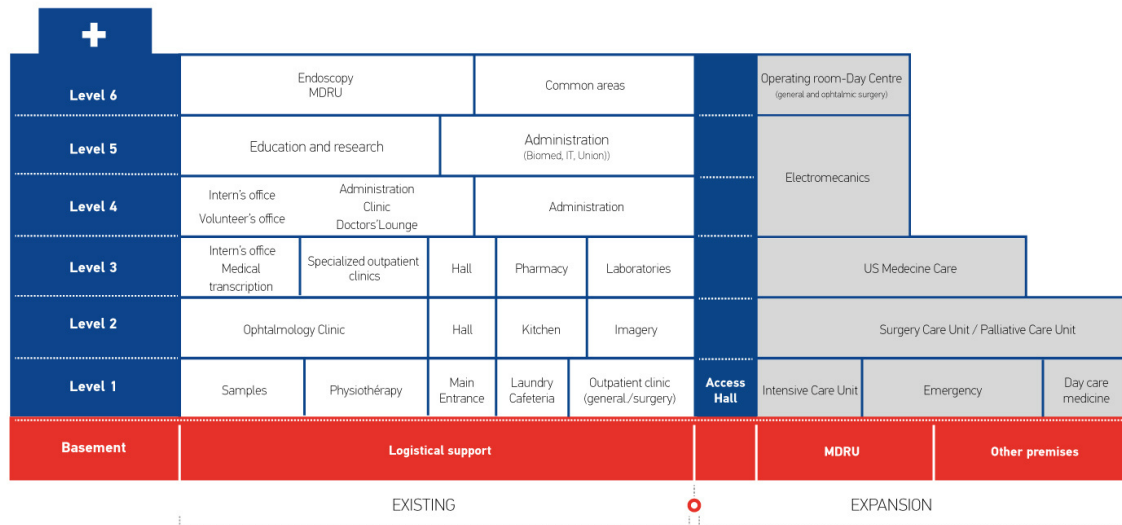
- The new building will house the emergency, intensive care and day care units, the medical, surgical, and palliative care units, as well as the operating room and medical device reprocessing unit.
- Upgrades will be carried out in the historic building, including outpatient clinics, the endoscopy department, and the specimen collection centre. This work will be finalized in 2026, and the Société québécoise des infrastructures has been mandated as project manager.



## A plan that meets needs

One of the guiding principles of the project is to combine the functional units to reduce movement of patients and staff, which will make it safer and more efficient," described Samia Mostefai, architect of the functional program plan for the Lachine Hospital modernization project.

The activities have been grouped into critical poles. The first will include the emergency, intensive care and operating room. The second will include grouping together an outpatient centre composed of outpatient clinics, sample centre, the ophthalmology clinic and specialized clinics. Finally, the hospitalization pole will be composed of the medical, surgical and palliative care units. The goal was to use the 1st floor to group together the activities that involve a significant flow of patients and staff and noisier activities that take place mainly during the day. On the upper floors, there are quieter activities, such as care units, administrative offices, and activities with little or no public traffic.



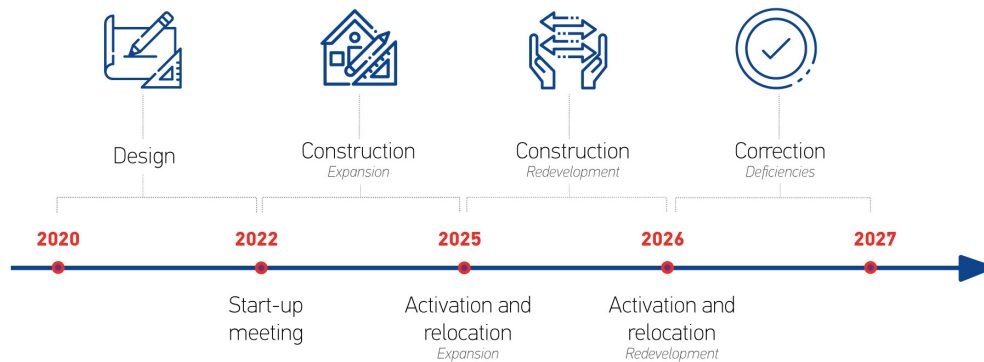
"In my opinion, what will lift the spirits most during a first visit to the new hospital will be the majestic and bright space that the main entrance has become," says Samia. " Now on one level, it will be bigger and better lit with fluid traffic and effective signage. It will offer a better appreciation of space and orientation. It will also harmoniously and gracefully integrate the old and the new, with the reuse of its iconic arch."

# Timeline

## a high-level vision of the project

Claude Lemieux, project manager, describes the highlights of the project: "Following the design phase, the construction phase of the expansion begins. So, if we begin in early 2022, the construction site should be on track to be completed by 2025. We will then be able to open the expansion with all the teams (Biomed, IT, etc.) and ensure that everything is working well to welcome patients."

At that time, the expansion (emergency, intensive care, day care medicine, medical, surgical and palliative care units, day surgery and the operating room) will be able to accommodate patients, and the redevelopment work can then begin on the first and sixth levels of the original part of the hospital.



# Transition:

## experts in project support

Léonie Bérubé, project manager in the Organizational Projects Office, is responsible for managing the transition component of the Lachine Hospital modernization project. She discusses the changes that will be caused by the transition with the managers involved in this project. Through one-on-one meetings with them, she identifies the various initiatives that will need to be implemented and develops a transition plan that will provide an integrated view.



"The first meetings took place this summer and they will continue into fall, then on a regular basis over the next few years," explains Léonie. "We want to identify the transition needs specific to their sector and figure out the efforts that will be required over time. Many aspects are discussed during these meetings, including change management, training and communication needs, work organization and process review.

With her experience gained during the MUHC's transformation project, Léonie focuses on understanding the concerns of managers. "Right now, our goal is to have the best possible picture of change management and the initiatives to be implemented – we are documenting everything to ensure effective follow-ups."

Managers are very involved in this process and are committed to supporting their teams during this transition. "Depending on the extent of the changes in the sector, we will be able to identify, for example, support needs in project management, process review or change management," adds Léonie. "I feel that there is a lot of enthusiasm during our meetings and work! There is a real commitment to the project; the managers are motivated by the expected benefits, both for their clients and for their teams."



# The Biomedical Engineering Department:

## Medical Equipment Specialists



The selection and planning for medical equipment needed for the modernization project is managed by the Biomedical Engineering Department (GBM). Chetanand Gopaul (photo), a specialist in biomedical engineering, and Marie-Claude Trudel, assistant to the director of Technical Services for the planning aspects at the GBM, oversee this important element of the transition plan as part of the Lachine Hospital modernization project. "We are completing our planning phase and have met with all the clinicians at the Lachine Hospital to fully understand their needs in terms of medical equipment," says Gopaul. "Our goal is to identify the high-tech medical equipment required. Of course, we are taking advantage of this transition to bring new technologies and best practices. »

Current activities are analyzed to determine the addition of equipment and technology. "It's not only about replacing old equipment, but also adding new ones, for example, in the new individual rooms for patients," says Gopaul. The Department of Health and Social Services' asset maintenance program will fund the replacement of obsolete equipment, while the modernization project and the Lachine Hospital Foundation will fund innovation. "We also work closely with the Lachine Hospital Foundation," explains Marie-Claude, "The Foundation supports us with new technologies and best practices."

A technical quote is made in close collaboration with all clinicians. "The equipment is quite varied, and there is a lot of it! To give you an idea, we have about 3200 pieces of medical equipment to either buy or move," says Gopaul. "We need to provide all the equipment for the operating room, clinics, specimen collection centre, emergency department, intensive care, outpatient clinics, care units and others... The procurement phase will begin in 2022, when tenders will be launched and bidders selected. "This project is a great challenge," explains Marie-Claude. "We learned a lot from the Glen site project, and we are proud to be able to use this experience for the Lachine Hospitalsation project."

Gopaul, who began his career at the Lachine Hospital as an orderly, is very aware of his contribution to the project as a specialist in biomedical engineering: "I take this project to heart. I am very proud to contribute and ensure that the hospital has the best equipment for patients and the residents. I am truly grateful to be making this contribution for the next generation."



# Foundation:

busier than ever!

With the announcement of the provincial government's investment in the modernization of the Lachine Hospital, the Lachine Hospital Foundation will be busier than ever in its efforts to achieve the ambitious goal of raising \$5 million to support the project. "The community has been waiting for this new hospital for a very long time and the Foundation is proud to be an important partner in this process," said Monica McDougall, executive director of the Foundation. "The Foundation's Board of Directors and staff are working hard to develop and launch this important fundraising campaign, and several activities are planned in the coming months and years.

The mission of the Lachine Hospital Foundation is to make patients' stays as efficient and comfortable as possible by raising funds for the purchase of new medical equipment that is not covered by government budgets. The Foundation works with the hospital's senior management to identify the most urgent needs, and each year provides approximately \$300,000 to fund improvements to the hospital.



## Completed

- Preliminary plans and specifications for each of the units were completed in the summer of 2021. Despite the challenges of the pandemic context, more than 25 virtual sessions have taken place since the fall of 2020. It was a collaborative and multidisciplinary work made possible thanks to the exceptional contribution of all the participants: nurses, doctors, managers, infection control, engineers, architects, patient partners, field experts and other professionals from each of the disciplines. This step made it possible to define each of the units in more detail so that they offered a functional environment. The preliminary plans are based on LEAN Design principles established during the design phase and represent the layout of the premises, their size and the location of the equipment.
- Construction manager Axor Construction has joined the team. Implementation meetings have begun and will establish the work schedule.

## In progress

- Meetings with managers to identify specific transition needs.
- Final plans and specifications. Again, virtual sessions for each of the clinical areas will take place in the coming months. This step makes it possible to gather all the information to direct the construction work. The layout of each room, the furniture, the choice of materials and finishes, etc. will be reviewed in every detail. This is the last phase of the plans and specifications before we can see the project take shape.
- Identification of equipment (medical, non-medical and IT) required. Identification of each piece of equipment continues, as well as its location in each of the premises.
- Occasional site visits by engineers and architects continue as they take various surveys that allow them to plan the integration of the expansion into the existing structure in regard to electromechanical needs, among others.

## Upcoming

- Submission of the adjusted business file to the Council of Ministers
- Meeting with elected officials, training and start-up of the Good Neighbours Committee, message to employees