

# SightLINES

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Issue 2

West Park Healthcare Centre *Redefining the Boundaries of Care*

## City council says yes to zoning for redevelopment

**Carried!**



In a major milestone to West Park's redevelopment plans, Toronto City Council has given the nod to important zoning changes that will allow West Park to continue moving forward towards an expansion of the hospital campus.

The vote of approval followed a recommendation from Etobicoke York Community Council. Councillors

*“The rezoning paves the way for the transformation of West Park”*

considered the detailed proposal put forward by West Park and a thorough report from city staff that examined everything from environmental impact to building heights to vehicular and pedestrian traffic.

“The rezoning paves the way for the transformation of West Park,” says President and CEO Anne-Marie Malek. Specifically, it provides for: expansion of the hospital and an extension of the continuum of care.

That extended continuum is expected to include construction of mixed-use residential buildings and

related services for seniors and people with disabilities on five of West Park's 27 acres of land. Proceeds from that development will help fund the hospital redevelopment. Although it is still in the very early stages of planning, West Park's Chief Business Development and Planning Officer Janet Huber says, knowing the parameters of what's permissible helps the process. “We haven't decided on specific uses at this stage, but West Park's Board and management have devoted considerable energy to exploring options and establishing principles that any development must be in harmony with.”

Huber says the city decision also carries with it certain obligations to provide for parkland, roads, and other community benefits.

Many of those obligations had already been taken into consideration. A Natural Heritage Impact Study concluded that, in the end, there would be ecological benefits to the redevelopment. “Through [conservation] of the natural heritage features,

See: “City council says yes” on page 3...

This bird's eye view rendering shows the potential mixture of future and existing buildings on West Park's campus.



# Beyond bricks and mortar

Like a good book, West Park's vision of a redeveloped campus is driven more by what's inside than on its cover.

The bricks and mortar will provide the space, but what West Park does within those walls will be the result of equal efforts in planning, consultation and looking beyond today's needs and norms.

"West Park has a well-earned reputation as an innovator and high performer," says President and CEO Anne-Marie Malek. "This redevelopment provides us an opportunity to imagine what it will take to carry that tradition into the future."

The Ministry of Health has completed its review of West Park's Business Case for Campus Redevelopment in Stage One of the capital planning process. Now, preparations are underway for Stage Two, starting with a project called Future Models of Care.

***"West Park has a well-earned reputation as an innovator and high performer"***

"That project is about exploring the future of rehabilitation and complex continuing care, long-term care and community-based care," Malek explains.

That means thinking about how West Park meets patient-care and health-system needs, how advances in healthcare are affecting those needs, and how the Centre's ability to continue meeting them can be strengthened and sustained. "We are charged with continuing to provide excellent care and being prepared to change our practice as medical knowledge evolves," says Dr. Nora Cullen, West Park's Chief of Staff. "On top of that we need to deliver care more efficiently. Doing this within available resources is where the real innovation lies. We are not only up for the challenge, but I expect that we will grow and bloom in the process



as an invaluable partner in the healthcare system."

Planner David Garlin says the Future Models of Care process is tapping ideas and insights of people across the continuum of care and with a range of perspectives. "We brought internal and external experts together for an intensive Innovation Forum and surveyed leading practices and innovative approaches from across Canada and around the world to help inform our process."

"We hope to be building in the next five to 10 years something that will last for a generation."

That means considering how the hospital might be using technology differently in the years ahead, for instance, or what equipment might be in use, and how services will be delivered. Taking time to think about how you expect to be using space and resources many years into the future is key to developing a plan that will promote exemplary patient outcomes, rewarding patient and staff experiences, efficiency, sustainability and the flexibility to innovate.



COPD patient Michael Bond (right) worked with physiotherapist Anthony Hin at West Park. Bond says persistence was a big factor in his remarkable success.

## The Redevelopment Plan

A long-term, multi-stage redevelopment of West Park into an integrated healthcare campus that:

- Provides specialized rehabilitation and complex continuing care services that meet growing population needs;
- Offers a continuum of services for those who face challenges to their independence;
- Provides services that extend into the community to support health and self-management of chronic diseases and other health conditions; and
- Conserves green space and land to meet future needs.

# Why it matters

Demand for West Park services is expected to increase by almost 50 per cent over the next two decades. That's largely a result of a growing and aging population living with more chronic conditions.

Since its founding at the turn of the last century, West Park has continually evolved to meet expanding and changing needs. Ensuring the hospital is able to help more people maintain or regain their independence and make the transition back to life in the community, as it has done from the beginning, is the motivation behind the current redevelopment plans.

Thinking about how to stay at the forefront of delivering the highest quality, specialized rehabilitation, complex continuing and long-term care is both the starting and the end point. But it has to be matched with the right space in which to provide services and the funding to support it.

As new research leads us to different methods of treatment and alternate means of delivering care, we have to be ready to respond. West Park's dedicated staff have always embraced that concept. The next step is creating the physical facilities required to make it happen.

It matters to the growing population living with chronic conditions. And it matters to West Park's neighbours who can feel confident that state-of-the-art facilities and leading-edge care can be found in their own community. Sharing in the vision is York South-Weston MPP Laura Albanese and City Councillor Frances Nunziata, who have provided ongoing support to the project.

In the short term, the project will provide economic stimulus for construction trades and their suppliers in the area. In the long term, the investment helps retain and attract new, highly-skilled and higher-paying jobs in the community.

The final product will be a healthcare centre that redefines the boundaries of care. Once approvals are in place, a new patient-services building will be constructed and an old building will be removed.

Just as many of our patients insist, standing still is not an option. Constantly striving to achieve its vision of "exemplary care, inspired by innovation and exceptional performance" is the prime motivation for West Park's redevelopment plans.

A watercolour of the main lobby that will connect the existing 'Main Building' to the new patient services building.



Stay  
tuned...



It's expected the Ontario government will announce by Spring 2011 its new capital plan for infrastructure investments. West Park is hopeful that the plan will include our project and provide an indication of its timing.

City council says yes: *continued from page 1*

construction monitoring, effective mitigation of the development impacts, and the landscape architecture design plan, the result will be a net ecological benefit to the natural heritage system post-development."

In recommending approval of the zoning changes, city planners concluded the project would also "better integrate the facility into the surrounding neighbourhood."

Part of the consultation process included two community meetings. The city staff report noted that the general feelings of the community were supportive. Questions from the community involved the potential for changes in traffic and parking during construction, impact on trees and green space, building heights, the type of residential units proposed, the need for public transit and improved pedestrian connections.

Community council chair and York South-Weston Councillor Frances Nunziata was quoted saying the response from neighbours, many of whom regularly visit and enjoy the site, is very positive. "It's such a beautiful setting," she said. "It's part of the community. People cycle and walk through the grounds."

The zoning changes are one piece of the planning efforts underway for the project. Once provincial approvals are in place, West Park can move forward with confidence, knowing that the first key municipal decision has been secured.

# Complementing West Park's Redevelopment Vision

A future street-level view of what West Park's campus might look like westbound on Buttonwood Avenue, just east of Charlton Settlement Avenue.

City council's approval of zoning changes in August 2010 opens the door to one of the new directions in West Park's redevelopment plans – a five-acre section on campus that could go beyond traditional health care in providing space for housing and related services for seniors and people with disabilities. West Park has created “complementary” projects before. The long-term care home, which opened in 2002, is an example of a development that complements West Park's mandate and enriches the surrounding community.

The long-term care centre connects with West Park's mandate and provides an enriching service to the community. The new “complementary zone” will do more of that, providing services that relate to caring for people while encouraging independence.

Still under consideration by the West Park Board, the complementary development would go on land at the eastern end of the campus. It is expected to be the first phase of construction. The revenues raised through this development would generate funds for the hospital expansion and would provide ongoing financial support for West Park Healthcare Centre's operations.

Provincial funding of hospital construction is dependent on the facility contributing 10 percent plus the cost of anything that goes inside, such as equipment and furniture. The “local share,” as it is called, would be partially funded by revenues from the complementary zone.



Although the complementary development is still at the very early stages of planning, the city approvals allow architects and others working on the project to firm up some of the vision. So far, that vision includes the potential for new tiered buildings ranging from four to 18 storeys, with the lower structures closest to Charlton Settlement Avenue.

Chief Business Development and Planning Officer Janet Huber says it's a “senior's village” concept. “We want to build primarily residential buildings that extend the continuum of care from providing housing for those who are totally independent to those needing assistance.”

The village could also include health services such as a family health team, a retail pharmacy or a corner store.

## FAST FACTS

**Building blocks** More than a century ago, the Toronto Free Hospital for Consumptive Poor was founded by the National Sanitarium Association, eventually becoming one of the largest tuberculosis sanitariums in Canada devoted to the most advanced cases of the disease. As new treatments for TB developed in the 1940s and '50s and infection rates dropped, the hospital applied its experience and expertise to other chronic care and rehabilitation services, and eventually to long-term care. Reflecting the expanded mandate, the name was changed in 2000 to West Park Healthcare Centre.

The evolution continues as West Park redefines the boundaries of care.

### Campus Redevelopment Milestones:

**2006** Campus redevelopment vision unveiled

**2007** Pre-proposal for redevelopment submitted to the Ontario Ministry of Health and Long-Term Care

**2008** Ontario provides \$3-million planning and development grant allowing West Park to prepare a business case for redevelopment

**2009** The Business Case, “Redefining the Boundaries of Care”, is submitted to the Ministry, with the support of the Toronto Central Local Health Integration Network (LHIN) and three neighbouring LHINS

**2010** Ministry review of Stage 1 Business Case completed; preparation for Stage 2 begins

**2010** Toronto City Council approves zoning changes for redevelopment



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For feedback on this publication, or questions or comments on West Park's redevelopment plans, please contact us at: [redemption@westpark.org](mailto:redemption@westpark.org) or 416-243-3600 ext. 2089