

# Capital Redevelopment and Environmental Operations Year in Review 2023-24



The cover photo is from the London Chamber of Commerce Business Awards Gala on September 27, 2023. LHSC was honoured with the award for Environmental Leadership. Read more about it in this report.

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## Introduction

The 2023/24 year in Capital Redevelopment and Environmental Operations (CREO) has been one of growth and exciting new initiatives. The overall complement of the department has grown from 690 in 2023 to 725 in 2024. With the expanded teams throughout Capital Redevelopment and Environmental Operations, our strategic direction has focused on customer service, patient and staff safety, and building and maintaining an environment that is safe, reliable, and comfortable.

Work is proceeding on Master Plan 2025 Early Works projects, including an Interim Paediatric Emergency Department at Victoria Hospital. We are eagerly awaiting Ministry of Health approvals to proceed with Cancer Program improvements and proceeding to Stage 2 of the Master Planning process, Functional Programming.

Capital Redevelopment and Environmental Operations is very proud of our win at the London Chamber of Commerce for Environmental Leadership. Staff across LHSC have made incredible efforts to reduce waste, optimize our energy use, and introduce green practices in the Operating Rooms.

We're pleased to welcome Precise ParkLink to join our trusted vendors in managing and operating our parking facilities. Precise ParkLink is doing a great job improving parking infrastructure at our hospitals; you can read more about these initiatives in this report.

One of the greatly expanded teams at Capital Redevelopment and Environmental Operations is Emergency Management. The new complement of coordinators, specialists and consultants has enabled the team to exercise many new initiatives including great collaborations with outside agencies to help improve emergency preparedness at LHSC and throughout our region.

If you're reading a paper copy of this report, you're encouraged to [download the digital version](#) in order to take advantage of the links to additional and expanded stories at:

[intra.lhsc.on.ca/facilities-management-environmental-and-support-services/year-review](https://intra.lhsc.on.ca/facilities-management-environmental-and-support-services/year-review)

## Letter from our Executive Leader

As our department continues to grow, I'm seeing more and more collaborative efforts across Capital Redevelopment and Environmental Operations (CREO) and across all of LHSC. The initiatives of the expanded teams are forward thinking, creative, engaging, and have already reaped successes.

I'm really proud of our Environmental Leadership Award win at the London Chamber of Commerce. The gala award night was fantastic, and it was great to see the work of other businesses in London too. It was wonderful to be acknowledged by the Chamber and feel part of the greater business community in London.

This outward approach to our work has enabled Capital Redevelopment and Environmental Operations to engage in much more collaboration with teams across LHSC and beyond, especially in our Green Teams and Emergency Management. Truly, Capital Redevelopment and Environmental Operations is one of the areas at LHSC which touches every other area of our operations, and I'm glad to see the department become a more integral part of Team LHSC.

This year, we also saw the retirement of two of our Directors. And while I continue to miss my colleagues and friends, there's also a new sense of energy in the department as we persevere to greater team building, customer service, and stewardship of our facilities.

As always, every team member in Capital Redevelopment and Environmental Operations is valued, and my door is always open to hear any issues or concerns.



Dipesh Patel  
Capital Redevelopment and Environmental Operations Executive

# Capital Redevelopment and Environmental Operations by the numbers in 2023-24

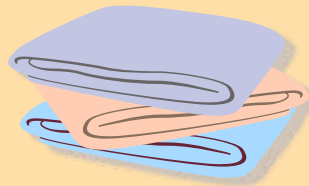
**30 million kW**

of electricity generated at the Power Plant (enough to power 2,650 homes)



**1,654 tonnes**

of recyclables diverted (includes general recycling, organics, electronics, metal and confidential)



**200+**

Personal clothing items returned from linens



**12,186**

Security Incidents (3,825 high priority)

**50,609 Work Requests**

completed (demand and preventative maintenance)



**456,149**

Portering Transports completed

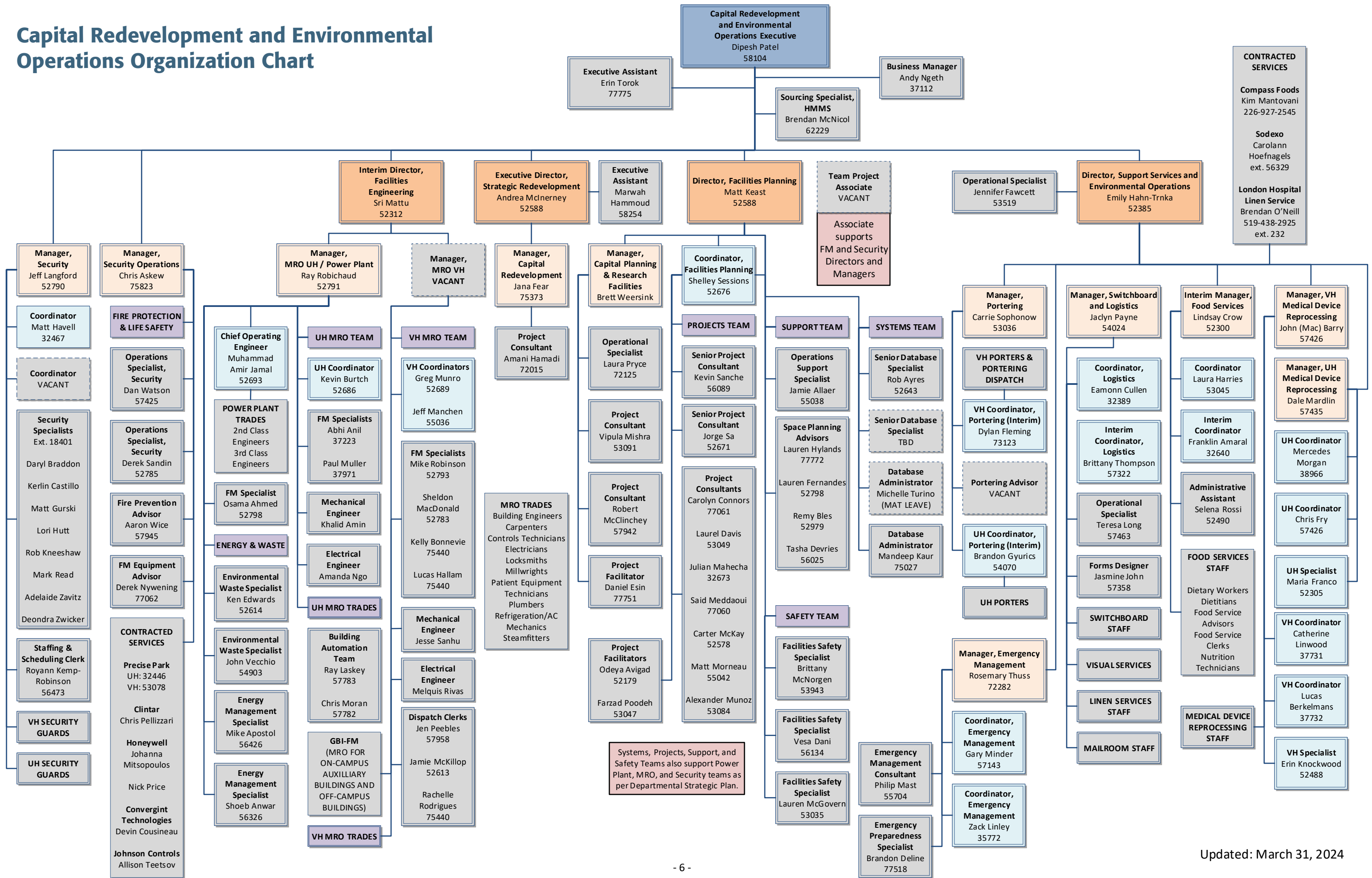
Patient Food Trays Served  
**990,450**



**1.9 million**

Switchboard calls answered

# Capital Redevelopment and Environmental Operations Organization Chart



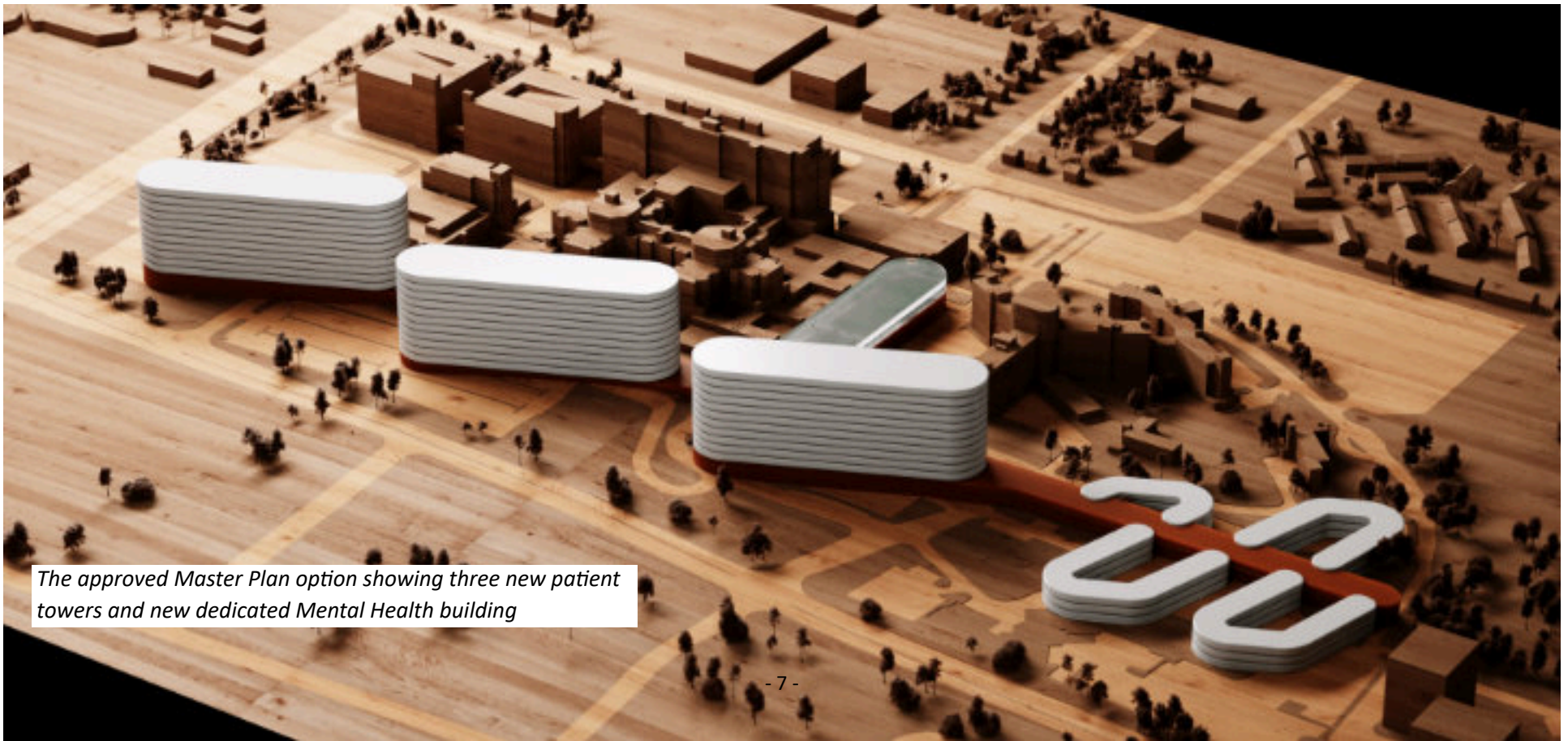
# Master Plan 2025

London Health Sciences Centre's Master Plan determines the most cost-effective physical solutions for health infrastructure in the region while taking population growth and change into consideration. The information gleaned from the Master Planning process guides decisions for infrastructure and spatial needs 10, 20 and 30 years into the future.

The Stage 1 Capital Planning Proposal was submitted to the Ministry of Health and Ontario Health for review in July 2023.

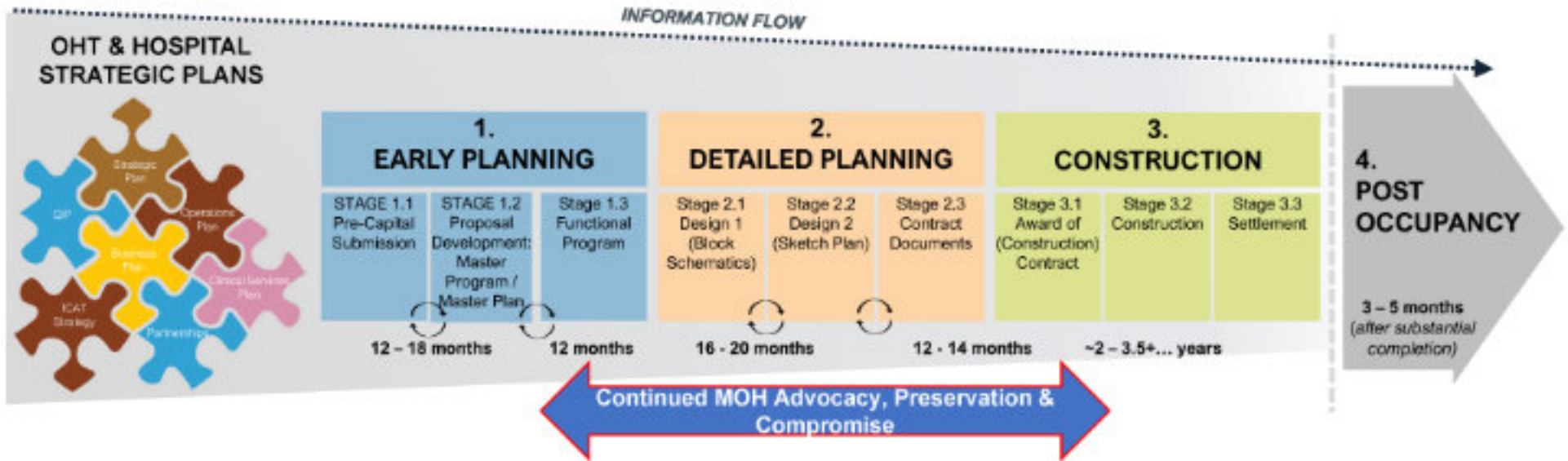
The approved Master Plan option is underpinned by a few key planning parameters:

- University Hospital site is to be maintained to 2050: Priority programs to be relocated to Victoria Hospital through the planning horizons with clinical services being maintained at UH until the end of the University Hospital building life cycle
- North Tower at Victoria Hospital (Zone B) is to be re-purposed for the Children's Hospital setting: To include a new Paediatric Emergency Department addition recognizing significant government investments from 2012 into purpose-built children's and obstetrical services within the existing Zone B building
- Mental Health and Transitional/Supportive Care setting (including Mental Health Emergency Department) to be provided within a new purpose-built facility on the Victoria Hospital site



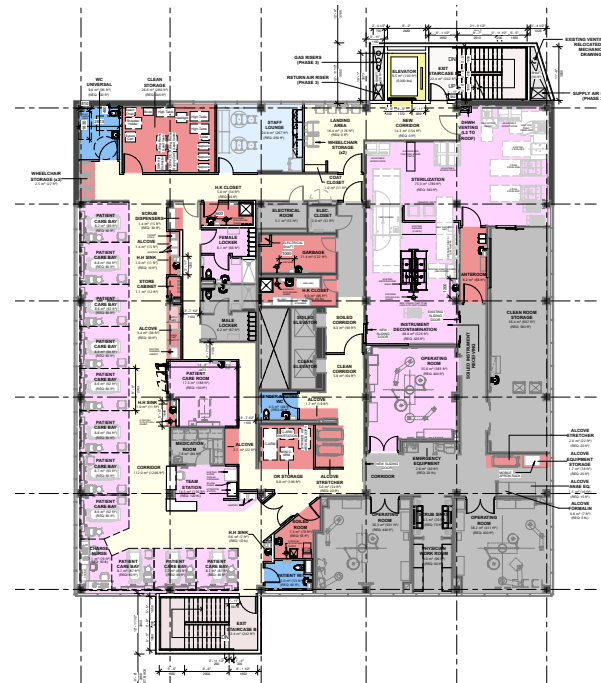
*The approved Master Plan option showing three new patient towers and new dedicated Mental Health building*

In the meantime, LHSC is preparing for Stage 1.3: Functional Program, where future services, key operational processes, and projected activity and staffing provide the basis for determining how much and what kind of space is required for each program, department or service. The Functional Output Specifications describes these spaces as sort of “Lego blocks” arranged to also determine distances, adjacencies, and circulation around and between departments.



A few Early Works projects have also been identified to help meet urgent needs and are currently underway in difference phases:

- Interim Paediatric and Mental Health Emergency Departments (see the next page)
- London Regional Cancer Program improvements (Pending Ministry of Health approval to proceed)
- Expansion at the Nazem Kadri Ambulatory Surgery Centre at 746 Baseline Rd (Construction is scheduled to begin in November 2024)



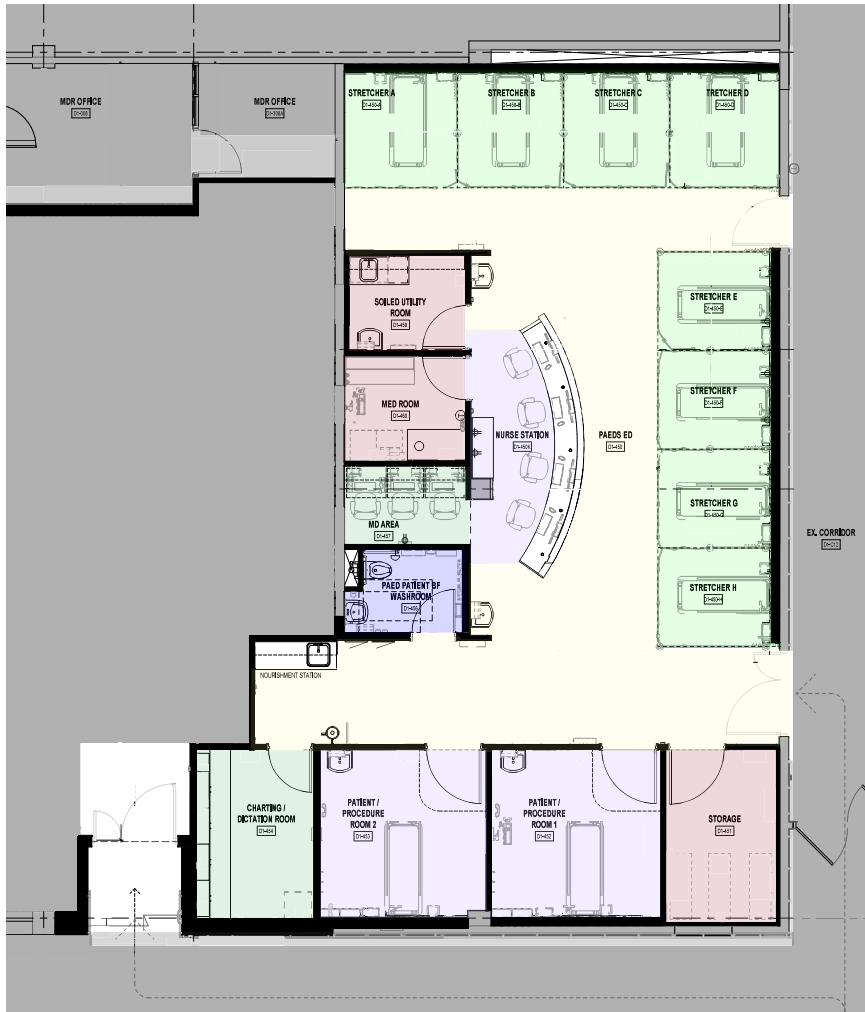
*Level 4 design plan for the expanded Nazem Kadri Ambulatory Surgery Centre*



## Interim Paediatric Emergency Department

The Paediatric Emergency Department at LHSC's Children's Hospital has experienced growing high volume of pediatric emergency demands in recent years, which has placed pressure on the limited capacities of the department. In an effort for LHSC to improve emergency wait times, the Interim Paediatric Emergency Department Expansion project has been expedited and will allow for ten additional care spaces including two Patient/Procedure Rooms.

Construction began in early January, and progress remains on track to meet the expedited completion of the space in summer 2024.



Design floor plan of the Interim Paediatric Emergency Department Expansion



Rendering of Nurse Station



Rendering of Stretcher Bays

# Environmental Leadership Award

London Health Sciences Centre (LHSC) was delighted to be [recognized for environmental leadership](#) by the London Chamber of Commerce in 2023. The award was submitted in April, and a gala evening was held to honour the winners in September.

The effort collected green initiatives across LHSC, from energy and waste management to park cleanups and greening practices in our Operating Rooms.

A [30-page document](#) was submitted to the Chamber, detailing a wide variety of sustainability measures taken at London Health Sciences Centre over the last several years, including:

- LED Lighting
- Furniture Recycling
- Food Organics Program
- Westminster Ponds Environmentally Significant Area clean-ups
- Indigenous Healing Garden and Mental Health Gardens
- Operating Room - Planetary Health Intervention Team

*From left to right: Dipesh Patel, Capital Redevelopment and Environmental Operations Executive; Mike Apostol, Energy Management Specialist; Sri Mattu, Manager, Power Plant; John Vecchio, Waste Management Specialist; Ken Edwards, Waste Management Specialist*

We're very proud of the efforts of Green Teams across LHSC and measures taken by Facilities Management, Operating Rooms, Environmental Operations, and others to reduce our carbon footprint, reduce waste, and continue to be a leader in environmental stewardship in Southwest Ontario and beyond.



# Capital Projects

## Medical Imaging Improvements

LHSC has continued upgrading several medical imaging suites at Victoria and University Hospitals with new, state-of-the-art equipment, enabling safer, higher quality care for patients with higher resolution images, in less time, and with improved comfort for patients.

Improvements to Magnetic Resonance Imaging (MRI) suites, Positron Emission Tomography and Computerized Tomography (PET/CT) suites, Interventional Radiology (IR) suites, and more, include:

- 2 upgraded MRIs at Victoria Hospital, 2 at University Hospital (1.5 Tesla (magnetic field strength) and 3 Tesla units to be installed at each site)
- 3 upgraded CTs at Victoria Hospital, 2 at University Hospital
- 2 upgraded IRs at Victoria Hospital, 1 new IR at Victoria Hospital, and 2 upgraded IRs at University Hospital
- New PET/CT Scanner at Victoria Hospital
- New LINAC at the London Regional Cancer Centre
- New Ultrasound Department at University Hospital
- Upgraded IR Recovery Bay at University Hospital

*New Magnetic Resonance Imaging (MRI) at Victoria Hospital*



*New Interventional Radiology (IR) Suite (above) and Computerized Tomography (CT) Scanner (below) at University Hospital*





*New Linear Accelerator (LINAC) at London Regional Cancer*



*New Ultrasound Exam Room at University Hospital*



*New Interventional Radiology (IR) Recovery Beds at University Hospital*



*New Computerized Tomography (CT) Scanner at Victoria Hospital*



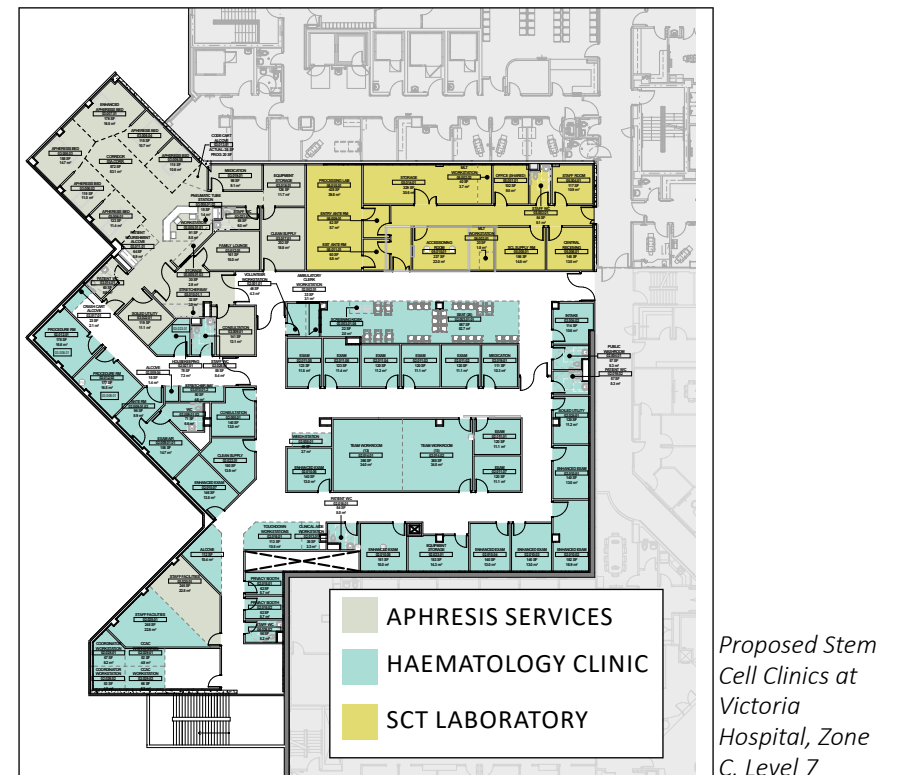
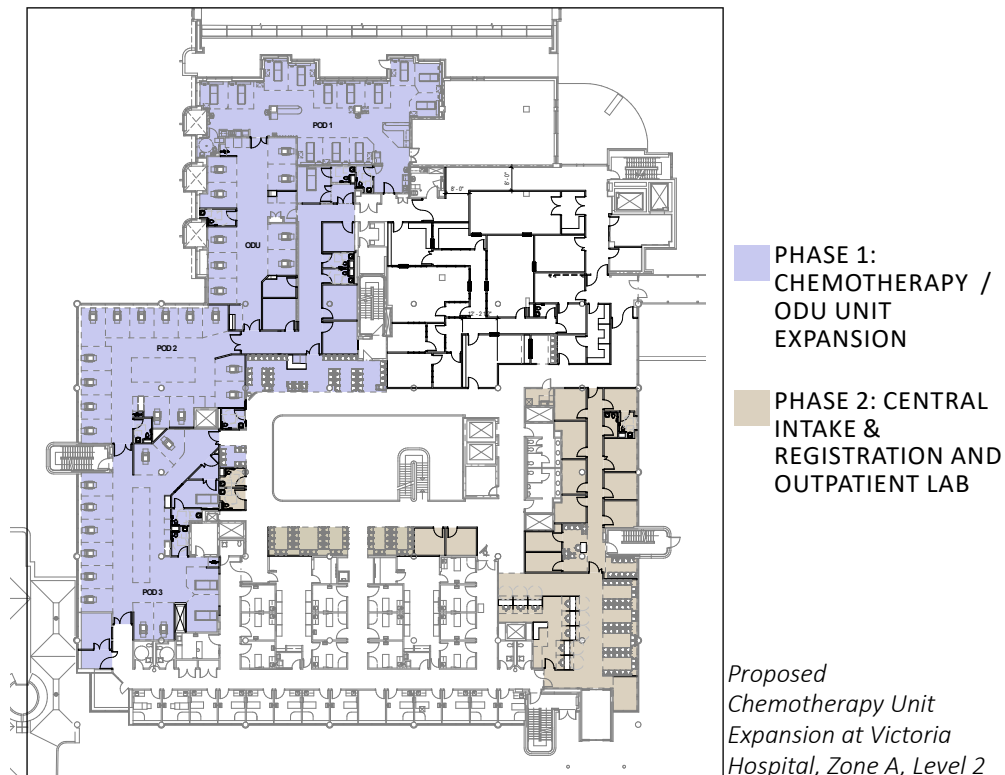
*New Magnetic Resonance Imaging (MRI) at University Hospital*

## Stem Cell and Chemotherapy Expansion

Expansion of the Stem Cell program at London Health Sciences Centre will meet the growing province-wide demand for these services. The expansion will include the construction of a new purpose-built inpatient facility for the Stem Cell program, along with a new day hospital component, stem cell clinic services, stem cell processing lab and apheresis clinic.

In tandem, the redevelopment of Level 2 of the London Regional Cancer program will provide a streamlined approach to improve patient experience and access to the Cancer Centre for clinic appointments and chemotherapy services. The project will include a new, expanded chemotherapy clinic, redeveloped chemotherapy / outpatient pharmacy, expanded phlebotomy clinic, new or expanded patient waiting areas and new centralized intake and registration services designed to reduce congestion and patient wait times.

The two projects are being developed in tandem to take advantage of shared spaces and cost savings. Floor plan designs were submitted to the Ministry of Health in August 2023 for review and approval. Approval to proceed to the next phase is expected in the spring of 2024.



## Introducing breast/chest pumping spaces

LHSC is introducing two new private [staff breast/chest pumping spaces](#) at both University and Victoria Hospitals (UH and VH), in the form of one pre-fabricated, movable lactation pod, and one permanent space at Victoria Hospital. This is in addition to three existing breast/chest pumping spaces which will also be upgraded to comply with new standards for inclusivity and privacy.

The pod at University Hospital is pre-fabricated and easy to install, not requiring any construction work. At Victoria Hospital, a dedicated room was renovated and is expected to be operational in Spring 2024. The spaces are wheelchair-accessible, private and secure, with a table, power, microwave, and a small refrigerator. An introductory phase will last for six months to allow for user feedback and lessons learned before proceeding with additional spaces as either pods or fixed spaces. QR codes are installed in each space or pod to allow easy access to the feedback form.



*New staff breast/chest pumping pod at University Hospital*



*New staff breast/chest pumping space at Victoria Hospital*



*New staff breast/chest pumping pod at University Hospital*



## Health Infrastructure Renewal Fund

The Health Infrastructure Renewal Fund (HIRF) provides funds to supplement a hospital's existing capital renewal program and help address renewal needs (e.g., roofing systems, boilers, windows) on a priority basis.

Health Infrastructure Renewal Fund Projects at LHSC in 2022-23 include:

- Roof replacements at London Regional Cancer Centre and Building 24 at Victoria Hospital
- Nurse Call upgrades at Victoria and University Hospitals
- Elevators improvements at Victoria and University Hospitals

*Roof Replacement work underway at London Regional Cancer Centre*



## Mental Health EmPATH Space

This new treatment space for mental health patients at Victoria Hospital will relieve pressure on the Emergency Department. Plans are ready and construction is anticipated to begin in the summer of 2024, with completion expected in the fall (pending approval from Senior Leadership)

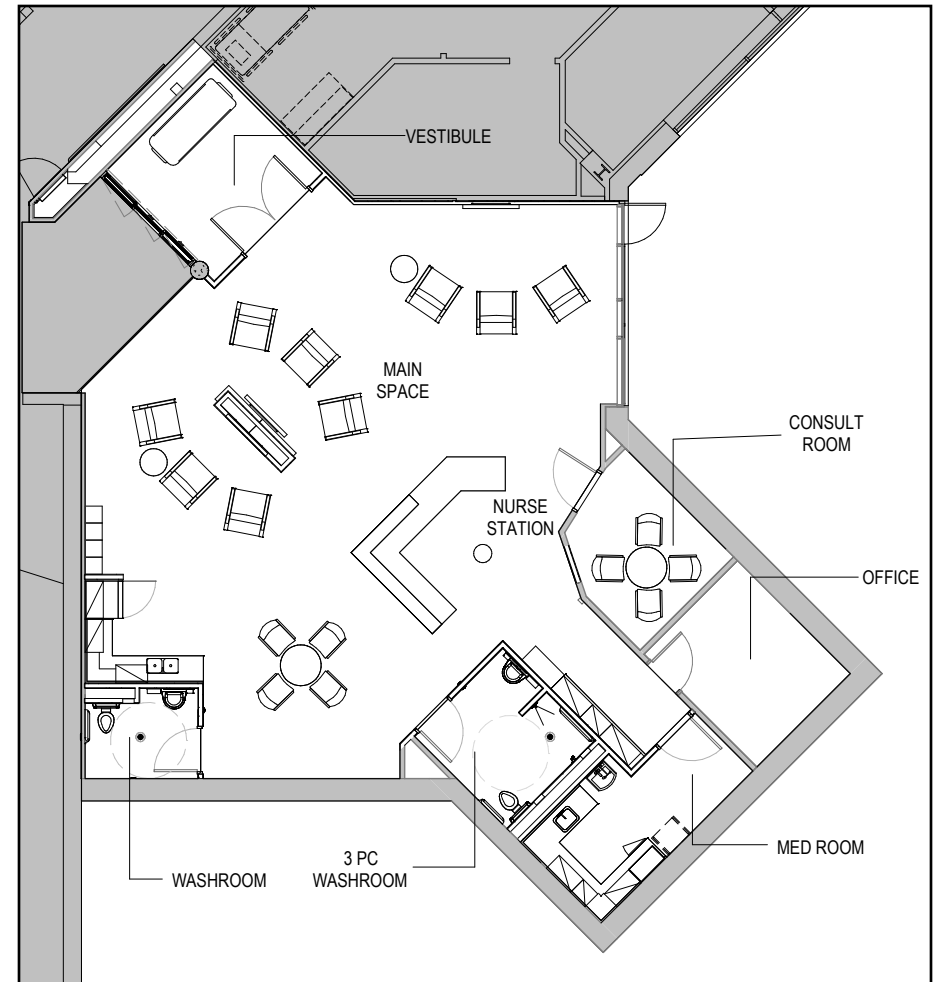
Design considerations for mental health space design include, in part:

- A homelike, de-institutionalized environment
- Access to natural light and/or views of nature
- Support for feeling of personal safety and security
- Resilient materials and tamper-resistant fixtures and furniture

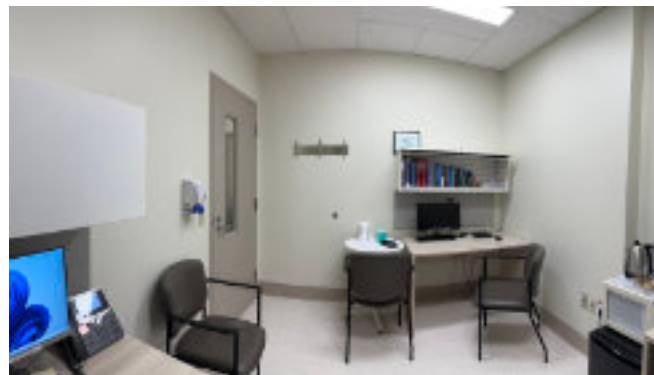
## Bariatric Centre of Excellence

Accreditation in 2023 led to an expansion of the Bariatric clinic at University Hospital. To renovate an existing space for their new clinic, a few other departments had to be shuffled around into other spaces, including Consult Liaison Psychiatry and Occupational Health Services. This is a reality in any renovation or expansion project in a working hospital with limited space. The upside is that all departments receive some improvements to their new space, if not a full renovation or expansion.

The new Bariatric Centre of Excellence was completed in March 2024. The project was successful due to the amazing teamwork and coordination from all stakeholders, from the design team, to the Facilities Management team, to the Construction team and the end users for the three clinics involved.



*New Mental Health EmPATH space at Victoria Hospital*

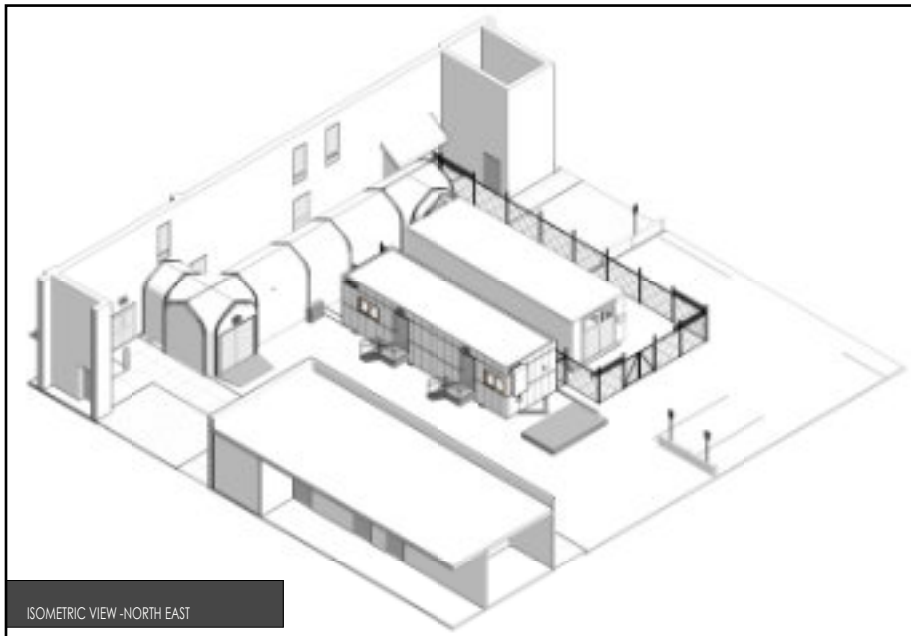


*New offices at the Bariatric Centre of Excellence*

## Portable Magnetic Resonance Imaging (MRI)

The Portable MRI is the first of its kind in North America, providing an easy-to-install “plug and play” solution to meeting the backlog and growing demand for MRI service. Provided by Siemens, the Portable MRI has an ultra-compact footprint and is a cost-effective temporary solution.

Construction at Victoria Hospital Parking Lot P6 consists of a temporary access tent and hook-ups for lighting, heating and cooling, and IT, providing all-weather and year-round service to the MRI. The project is underway and expected to be complete in early summer 2024.



Architect's drawing showing the access tent and the new portable MRI at Victoria Hospital Parking Lot P6

## Emergency Department Headwalls

Two additional headwalls are being installed at the Victoria Hospital Emergency Department (ED). The new headwalls will allow the Emergency Department to treat more patients and open up inpatient beds. The project is currently in pre-tender stage, with construction expected to be completed in July 2024.

## Operating Room Improvements

Aging equipment and a boost from a patient donor prompted an improvement project for Operating Rooms (ORs) at Victoria Hospital (VH). The project included new integration systems, cameras, and operating booms. Most significantly, the project included upgrades to high-resolution 4K monitors for greater clarity of surgical images and improved patient outcomes and safety. Please [see the video](#) on LHSC's YouTube channel for more information.

A complex collaborative effort was taken to ensure minimum disruption to the Operating Rooms. The team included prime and sub consultants, contractors, Biomed, Operating Rooms, clinical project management, Infection Control, Maintenance Repair and Operations, Facilities Management, and Sodexo. In particular, our Prime Architectural Consultant HDR and Construction Contractor Hexcon truly rose to the challenge and are completing the work with high quality and efficiency.

Work is scheduled to be completed in all Operating Rooms at VH in August 2024.



An Operating Room with the new high-resolution 4K monitors

## Chiller Plant at University Hospital

The Chilled Water Plant at University Hospital is being expanded to add three new chillers, one full-time high capacity chiller, and two smaller chillers to supplement chilled air supply for spaces that need cooling even in the winter such as Operating Rooms. The addition of mechanical cooling as a redundancy provides better cooling to these areas when cooling of incoming air is not feasible.

Additional power infrastructure is also needed to support the new cooling infrastructure. Two outdoor 1.6-megawatt power generators are also being added, with control mechanisms.

Construction work began in April 2024 and is expected to be completed by July 2025.

## Parking Improvements

Precise Park became London Health Sciences Centre's vendor for Parking Operations in July 2023. As part of their new service, Precise Park has been making upgrades to our parking infrastructure in order to improve customer service, reduce costs, and improve ease of use.

These improvements include new entry islands and access gates, new Information Technology (IT) connections, the addition of more payment methods for visitors and patients, and streamlining entry methods for staff.

Precise has also adopted business intelligence to track equipment problems and customer usage.



Business Intelligence Dashboards showing occupancy and activity

## For Visitors and Patients

Precise Park has expanded payment methods for visitors and patients, who can now tap mobile payments (debit or credit) when exiting visitor lots or the garage at University Hospital. Similar changes at Victoria Hospital are expected to be completed in 2024.

Additional pay stations are also being added at Victoria Hospital.



## For Staff

At University Hospital, staff can now enter parking lots and garages with their LHSC staff identification card. The phasing out of vehicle transponders will streamline processes and save costs for the hospital. In addition, coming later in 2024, staff who work from home occasionally can opt to pay for parking on a daily basis instead of a monthly pass, by simply tapping their staff identification card when needed.



# Energy & Waste Management

## Master Plan 2025: Planetary Health

London Health Sciences Centre's Master Plan 2025 cites Planetary Health as one of four central pillars, and is guided by these principles:

1. Create the opportunity to lead innovations in energy efficient and sustainable designs, aligned with Leadership in Energy and Environmental Design, WELL Building Standards, and beyond
2. Make the best use of existing infrastructure and owned land
3. Minimize negative impacts on surrounding residents and businesses, and protect vulnerable communities
4. Minimize disruption and negative impacts on the environment, including land, water, habitat, and nature
5. Promote the ability to reduce gas emissions, use green energy, recycle and reuse materials, and build resilience to climate change impacts.

## Chilled Water System Upgrade

The chilled water system at University Hospital underwent the first phase of a two-phase improvement in 2022-23. The first phase of work involved replacing and upgrading many of the chilled water control valves, removal of bypasses, and a few other chilled water circuit-related changes. Upgrading the control valves in our cooling loop significantly improved the overall efficiency of the system. By installing modern, high-quality valves with better response and accuracy, we achieved more precise control over the chilled water flow. This resulted in improved temperature regulation and reduced energy consumption, as the system more effectively matches the cooling demand with the required chilled water flow rate. Since the project completion in 2023, we've seen a 50% reduction in the required flow rate from 4,800 gallons per minute to 2,300 gallons per minute. Because of this flow reduction we're saving around 400,000 kWh per year which is around \$50,000 in electricity costs. You can read more about this great project on the [LHSC Green Team News site](#).

## Roofing Upgrades

With so much roof space at LHSC, we're always doing roof replacements and repairs. These large roof replacements also provide us with a great opportunity to improve their insulation levels. For example, the roof replacement at VH Zone F took the roof from a resistance value (R-value) of R15 to R23. This will reduce the heating and cooling requirements for the entire building, saving costs on both electricity and gas and improving our carbon footprint.

## Steam Trap Audits and Repairs

Auditing our steam traps for failures is an important part of our steam line maintenance program. When steam traps fail, they often fail open, meaning that steam gets directly injected into the condensate line and the useful work it can perform is lost. The high-pressure steam line audit at Victoria Hospital and the Power Plant found several failures in those important steam traps. Fixing these before they failed resulted in nearly 350,000 m<sup>3</sup> of natural gas savings, or nearly \$50,000 per year!

## Cooling Coil Cleaning Trial

We were able to do an initial trial of a new cooling coil cleaning product from Blue Box Air, following approvals from Infection Prevention and Control. This active enzyme application showed promise during the trial in cleaning the coils and dropping the static pressure drop without needing to turn the unit off. We'll be doing some further trials for continued validation in 2024 and potentially adopt this as a standard method of cleaning our cooling coils.

## Strategic Energy Management Program

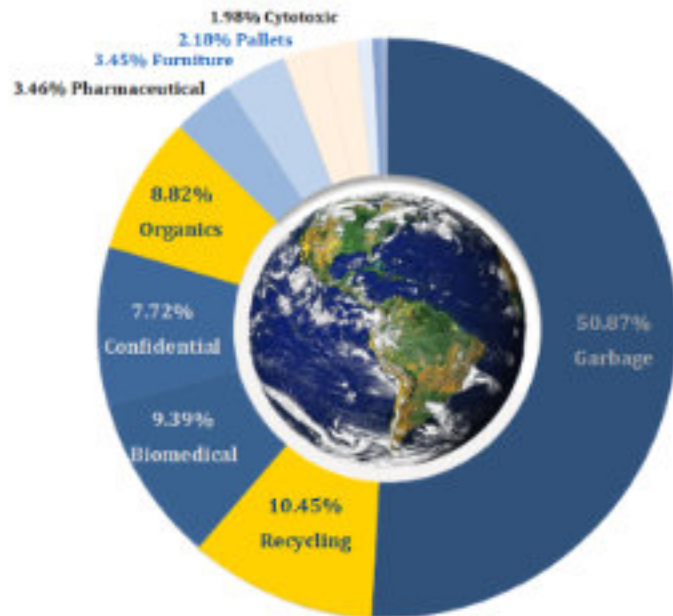
The Energy Management Specialists signed up LHSC to join the Independent Electricity System Operator's (IESO) Strategic Energy Management program in the Fall of 2023. This multi-year program will help formalize Energy Management processes at Facilities Management and across the hospital. Some of the deliverables are evaluating the current state of our energy management program, getting senior leadership buy-in on improvement plans, performing an energy scan, and implementing improvement projects. This program also provides financial rewards as we progress through the various stages.

## Sustainable Construction and Design Guidelines

Creating goals for Energy Management requires looking far into the future to understand what our needs will be decades down the road. With an understanding that much of our capital infrastructure lasts decades as well, we need to consider how choices today affect our ability to get to those future goals. The Energy Management Specialists have begun creating a document that provides guidance around this, emphasizing energy efficiency and sustainable choices in what we procure today. As the guidelines develop and evolve, the team is looking forward to getting input from all stakeholders and ensuring that we're ready as LHSC strives towards improved environmental performance.

## Waste Profile

In 2023, LHSC diverted about 33% of all waste generated from landfill. This is achieved through our various waste diversion programs including single stream recycling, confidential paper, de-packaging and clean organics programs, furniture/scrap metal, pallets, and e-waste. Environmental Waste Specialists have partnered with various departments such as the Operating Room, Critical Care Trauma Centre and Medical-Surgical Intensive Care Unit to conduct in-depth waste audits and develop training material with the goal of further increasing LHSC diversion rate.



## Organics Clean and Depack Programs

The Organics program at LHSC diverted approximately 450 tons of organic waste in 2023, up from 360 in 2022.

A unique feature of our program is that Organic waste collection is broken down into two streams. Our De-pack organics program enables us to recycle unopened or partially consumed organic material still in its packaging that has been returned on patient food trays. This material is collected by Patient Food Services staff and made up approximately 350 tonnes of all organic material collected at LHSC in 2023. Our second organic stream consists of Clean organics which is collected in our retail spaces such as Tim Hortons. This secondary collection point accounts for approximately 100 tonnes of food waste that was diverted from landfill in 2023. Our Environmental Waste Specialists are now working to expand our clean organics program to some public spaces within the hospital in 2024.

## Green Team

The LHSC Green Team relaunched in January 2023, recruiting new members and reinvigorated the existing members to tackle new environmental and sustainability initiatives across London Health Sciences Centre. Several new subcommittees were formed for members to pursue areas they care about, including:

- **Nature and the Environment** – Pursuing projects around increasing naturalization of areas, improved native plant selection for our gardens, bird-friendly building design, staff gardening boxes, and the Westminster Ponds bi-yearly park cleanup and lunch event.
- **Supply Chain** – This group helps different departments analyze purchasing decisions from an environmental perspective. One such example is providing all the managers information on reusable versus single-use Personal Protective Equipment (PPE) and how reusable gowns are far more environmentally friendly for the same cost.
- **Waste Audits** – Our Environmental Waste Specialists have created a handy self-audit tool that several Green Team members have used to ensure their department has the appropriate signage and bins in their areas. Armed with this data, we're able to remedy any deficiencies and provide educational sessions for the department.

- **Information Technology** – The Information Technology subcommittee has worked hard all year identifying areas where LHSC can reduce paper usage and printing. 2024 will see the implementation of a lot of this groundwork and we're excited to see the planned initiatives come to life.
- **Nursing** – Our Nursing subcommittee is working on ways to reduce waste through education and a new program to donate supplies that are typically thrown out to countries in need. Keep an eye out for some of these projects rolling out over the next year.
- **Meter Dose Inhaler Reduction** – Starting in 2022, Dr. Connie Mackenzie, with help from some of her residents, is continuing work on changing the prescribing practices of respirologists. By providing easily and accessible knowledge about direct dry-powder alternatives to meter-dose inhalers, we're seeing a considerable drop in greenhouse gas emissions from these prescriptions.

Communication of energy, waste, and Green Team initiatives also ramped up in 2023 with the launch of the new [LHSC Green Team News](#) on our intranet and external website. Combined with e-Casts, we're telling the stories behind all the great work being done in these spaces.

2023 also saw a revamped Earth Day Fair, where we invited some of our vendors to join us to share some of their environmental initiatives. We were happy to host London Hospital Linen Services, Daniels Health, and Honeywell and see the great work they were doing. You can read about the 2023 Earth Month on our [FM intranet site](#).



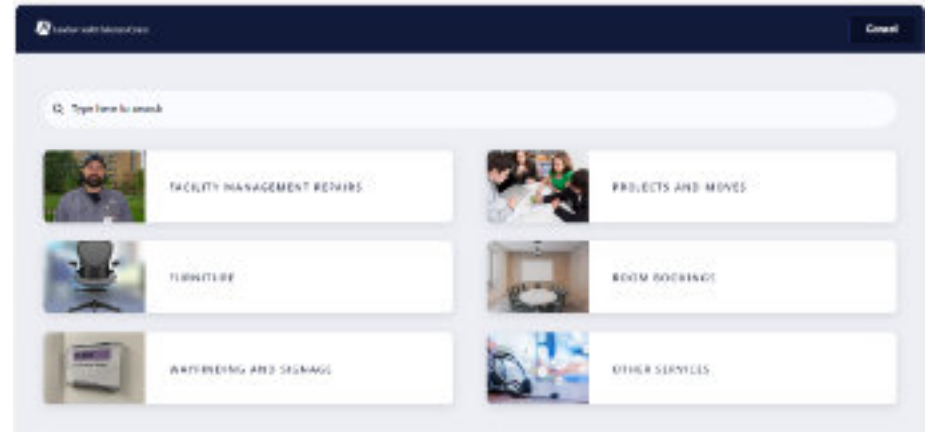
Clean-up crew at the Fall 2023 Westminster Ponds Clean-up

## Systems Team

The FM Systems Team is responsible for the implementation, oversight and maintenance of the various software systems that the Facilities Management team uses to do their day-to-day work, including Archibus and Resolver Perspective. The team also produce Business Intelligence reports and online dashboards for Facilities Management staff and leaders to understand, analyze and report on Facilities Management operations and metrics.

In 2023-24, the team:

- Increased its visibility and improved deliverables for all teams in Capital Redevelopment and Environmental Operations (CREO), including Maintenance, Repair and Operations (MRO), Projects, and Security
- Enhanced some of the automatic deliverables to Maintenance, Repair and Operations, Projects, and Security, who now receive automated daily and weekly reports to help minimize downtime searching for data.
- Updated the new digital signage software implemented last year. We are in the process of adding approximately 15,000 signs located throughout our facilities to the system. We continue to work with the Office of Inclusion and Social Accountability to deliver enhanced patient-centered signage at LHSC.
- Completed an upgrade to our Archibus software, introducing a new work request intake interface called [Workplace](#) that allows a more guided input of the various problems Facilities Management deals with on a daily basis. It also introduced a new mobile app called OnSite, for Maintenance staff to use in tracking and managing work requests they are responsible for.
- Introduced new room booking software and mobile app called Condeco, to help manage the booking of our [Hoteling spaces](#).
- The Systems Team integrated occupancy sensors available on both Microsoft 0365 and Condeco to track actual usage versus booked time in some of our conference rooms.



*The new Facilities Management Service Request Desk*

## Safety Team

The Safety Team plays a pivotal role in ensuring the safety and well-being of our staff, patients and contractors. The team is responsible for ensuring regulatory and legislative compliance is met through the creation of corporate and departmental policies, procedures and training programs. The Safety Team is committed to continuous improvement and strives to enhance safety practices within the department.

One of the initiatives led by the Safety Team in 2023-24 was the establishment of Facilities Management's Compliance Management Program. This program was created in collaboration with the Systems Team to develop a centralized location for all documentation and records relating to Accreditation Canada's Required Organizational Practices (ROPs). By standardizing the storage of supporting documentation, Facilities Management leaders were able to easily demonstrate compliance to applicable ROPs and allowed our department to be Accreditation Ready.

The Safety team also worked to spearhead the formalization of an incident reporting structure to allow for a standardized approach to documenting infrastructure events such as equipment failures, floods and fires. By creating a structure for documentation and record keeping of infrastructure incidents, it ensures that all relevant materials are available if an insurance claim is required. The structure and centralization of incidents in one location has allowed for the ability to look for trends and areas to focus on to mitigate the chances of a recurrence.

# Maintenance, Repair and Operations

## Peak Shaving Exercises

Peak Shaving exercises are used at the Victoria Hospital (VH) Power Plant to reduce the hospital's electricity demand during the top five days of provincial electricity peaks each year (i.e. the hottest days of the summer). By supplying electricity to Victoria Hospital through our Emergency Generators during peak demand times, we can reduce our electricity usage from London Hydro, and maintain our Class A status to reduce Global Adjustment Charges. In essence, reducing our dependence on the grid saves the hospital a significant amount of money.

The Power Plant staff conducted a successful peak shaving exercise on July 26, 2023, between 2 PM and 7 PM, on a day where the temperature reached 28 degrees Celsius. Savings to our utility bill will be seen in the following year.



The Power Plant Team at Victoria Hospital, from left to right: Peter Coutts-Smith, Building Engineer; David Havens, 2nd class Operating Engineer; Prabhjot Aulakh, 2nd class Operating Engineer; Osama Ahmed, Facilities Management Specialist; Ray Robichaud, Power Plant Manager, and Muhammad Amir Jamal, 1st class Chief Operating Engineer

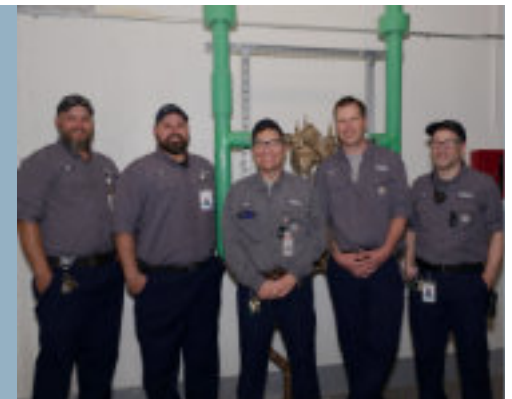
## Flood Remediation

On July 10, 2023, Maintenance and Repair Team members responded to an emergency after-hours call reporting a flood in the Paediatric Critical Care Unit (PCCU) at Victoria Hospital. The flooding was linked to the inability to shut off the water supply in the area, aging infrastructure behind the walls, and a hidden valve which was the result of poor piping practices. As a result of the incident, the entire department was shut down and all patients were relocated throughout the hospital, which was no easy feat considering the complexity of care required by patients in the unit.

During the cleanup process, team members were able to fix the root cause of the flooding by replacing hundreds of corroded pieces of the plumbing system throughout the unit. Staff were able to blitz the entire area and fix as much as possible during the shutdown, making use of the unit's closure to address a number of issues in the department, which is traditionally difficult to access without impeding patient care.

With the cooperation of Critical Care Trauma Centre (CCTC) staff, all similar faucets behind that unit's walls were proactively replaced or repaired in an effort to avoid the same sort of flooding. Team members worked with department staff to address as many issues as possible in each of the unit's bays during the times they were available.

Victoria Hospital is comprised of a complex system of interconnected buildings spanning approximately 3 million square feet. Each of those buildings requires behind the scenes support from dozens of diligent and expert trade staff including an excellent team of plumbers.



Plumbers at Victoria Hospital, from left to right: Adam Webster, Craig Bolsover, Nigel Simpson, Fraser Stinson, and Anthony Goodman



## Steam Quality Improvements

The Medical Device Reprocessing (MDR) department reported spotting on instruments following sterilization. This prompted an investigation by Steamfitters in the Maintenance, Repair and Operations (MRO) Team to look at the moisture content of steam provided by the Steam Sterilizers. Tests indicated a dryness ratio of 88%, well below the desired minimum of 97%.

MRO staff designed and installed upgrades to the system that included in-line dryers and optimization of the location and functioning of pressure reducing valves. All work was completed around the schedules at Medical Device Reprocessing, including overnight and weekend work to minimize disruptions

to operations. Medical Device Reprocessing appreciated the communication throughout the process and being engaged in the planning of the project. Zero cases were delayed and there was no impact on patient safety over the course of this multi-month upgrade.

Upon completion of the project, sterilizer manufacturers Steris and Getinge were pleasantly surprised that a project of this scope was completed in-house and we were able to achieve a steam dryness of over 99%. All parties were exceptionally pleased with the process and impressed by the final outcome.

### What do Steamfitters do?

A Steamfitter lays out, assembles, maintains and repairs piping to carry water, steam, fluids, gases, chemicals and fuel for heating, cooling, lubricating and process piping systems.

### What's a Steam Sterilizer?

A Steam Sterilizer is a machine that uses steam under pressure to kill harmful bacteria, viruses, fungi, and spores on items that are placed inside a pressure vessel. The items are heated to an appropriate sterilization temperature for a given amount of time. The moisture in the steam efficiently transfers heat to the items to destroy the protein structure of the bacteria and spores.



## Security Team

Security saw both challenges and successes in 2023/24. Staffing continues to be a challenge, juggling full-time and part-time guards, and guards often moving on from their positions to pursue careers in law enforcement or corrections.

Security engaged in training with LHSC's Indigenous Cultural Centre, meeting with elders to broaden the teams knowledge pertaining to the Indigenous peoples culture, rituals, traditions and history. During these sessions staff participated in a smudging ceremony and discussed better practices when interacting with the Indigenous population while in a security role in a respectful and empathetic manner. Over 80% of the security team from guards to managers have attended a session so far.

In February, the security team hosted a booth at the Indigenous Youth Job Fair at Victoria Hospital, which was attended by high school students from around Southwestern Ontario. Security engaged with the youth by answering questions and sharing experiences. The youth had an opportunity to handle and wear a bullet-proof security vest as well as perform a security search of a friend using a metal detector. At the end of the event, students were asked to highlight their favorite part of the event and Security was the unanimous choice.

To continue to strengthen knowledge and improve service, the entire Security team completed the Ontario Healthcare Indigenous Cultural Competence certificate. In addition, Security Administrators and Managers attended two seminars that offered education on ways to create a respectful and safe space for Indigenous people to work, visit and receive health care.

The team's Security Specialists bridge the divide between hospital departments and the Security teams at both hospitals. They act as ambassadors to inpatient units, mental health areas, and across all of LHSC to help improve staff and patient safety through regular check-ins and collaborations.

In 2023-24, the team expanded the scope of our third-party Security Service, Paladin Security. The vendor is responsible for exterior patrols and Security at VH Zone E. While LHSC guards remain our primary line of ensuring patient, visitor, and staff safety, you may see more Paladin presence around campus.



*Paladin Security Guard with LHSC Security Guards*

Security has also engaged in both internal and external collaborations to build relationships with a variety of vulnerable groups and other agencies. In addition to working with St. Joseph's Health Care and police services in London, Windsor, and the Toronto area, Security worked with the Emergency Department and Clinical Transformation Team to engage more effectively with homeless and vulnerable patients.

*“Security Guards assist the Emergency Department (ED) by ensuring all persons waiting have registered and have an armband, to secure belongings, and ensure patients are safe. The Guards often recognize those who present frequently and can work with us to assist. Once discharged, guards work with the team to provide warm clothing, bus tickets, etc. and engage with social services for shelter as able. They also liaise with community partners and provide pertinent information to assist with longer-term plans. For example, a patient shared with a guard that he actually had family in another city. Emergency Department staff were not aware, but we were able to get this patient transferred to live with this family. This collaboration between the guards and the Emergency Department staff is essential in providing a patient-centered approach, focusing on patient and staff safety in the Emergency Department.” – Lori Smith, Manager, Emergency Department*

## Featured Vendor: Precise ParkLink

### About Precise ParkLink

Precise ParkLink is Canada's leading parking and mobility solutions provider. With over 35 years of experience managing hospital parking facilities nationwide, we customize solutions for healthcare parking operations of all sizes and volumes. Leading-edge technology, best-in-class management strategies and regional support offices enable us to meet patient and visitor demands, significantly improve traffic flows, and deploy innovative plans for multi-campus hospital operations.

### Our Vision for LHSC

Our vision extends beyond creating a seamless parking experience. We are committed to enriching the hospital's resources by leveraging advanced parking technology and innovative management solutions. By doing so, we empower LHSC to focus on delivering exceptional patient-centric care, thus playing an integral role in shaping the future landscape of healthcare.

### Improvements to Systems and Infrastructure

We're thrilled to work alongside the LHSC to enhance patient, staff, and visitor parking experiences.

We've implemented top-of-the-line gated parking equipment at University Hospital, with plans to extend it to Victoria Hospital in the summer of 2024. Alongside this installation, both sites will feature 24/7 live central monitoring, remote customer assistance, and a staff-focused permit solution. Additionally, our parking systems will integrate seamlessly with the Parkedin™ mobile payment platform, facilitating payments through the Pay-and-Display parking meters and the gated system. Notably, payment options have expanded from accepting coins to now accommodating credit, debit, tap and mobile payments.

As a trusted parking solutions provider for healthcare institutions across Canada, Precise ParkLink is committed to meeting and exceeding the needs of patients, staff, and visitors.



*Precise ParkLink held information booths at Victoria Hospital to help staff transition to the new parking system.*



# Portering

## Wheelchairs Project

In 2022-23, Portering collaborated with Biomedical Engineering to assess the impact of under-supplied wheelchairs on patient delays and injuries to Porters. Using a data-driven approach and support from leaders, LHSC acquired 80 new wheelchairs in 2022-23 and 60 new wheelchairs in 2023-24.

This initiative has led to more patients reaching their appointment on time due to Porters spending less time searching for an available wheelchair. In addition, better ergonomics of the new wheelchairs has improved staff injuries and falls.

## Schedule Review and Overhaul

Following the Team LHSC survey, leadership met with staff to identify key themes from the survey results. Identifying work/life balance and staff wellness as a key priority, leadership and staff reviewed departmental scheduling as an improvement initiative. Through engaging discussions with various stakeholders, the department was able to implement schedule changes that have been well received by staff and resulted in improved work-life balance, improved staff wellness, and improvements in departmental coverage to support patient care.

## Indigenous Career Fair

Portering was proud to have been a part of LHSC's first-ever Youth Indigenous Career Fair, in collaboration with other Support Services department, on February 13, 2024. The department was able to highlight non-clinical careers in health care, such as Portering, Security, and Medical Device Reprocessing. Focusing on the theme of "Steeping Stones", former Porters shared their stories of moving onto other opportunities at Team LHSC.

"We're very proud and grateful to have been a part of this wonderful event. We're always excited to share our experiences with our community and hopefully inspire them to choose a career in healthcare," said Emily Hahn-Trnka, Director of Support Service and Environmental Operations.



From left to right: Portering Coordinators Alexander Worsfold and Brandon Gyurics, and Porter Kim Harrison

### Portering Dispatch gets a CEO Shout Out!

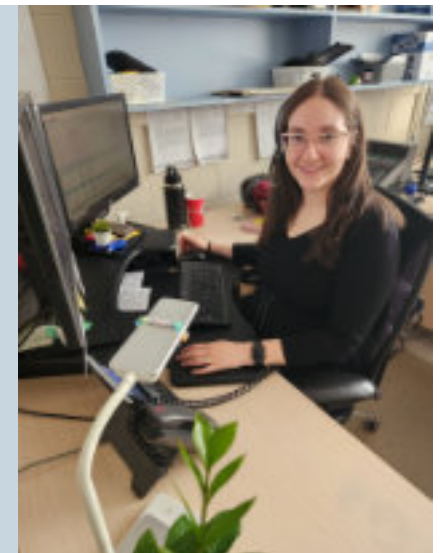
Portering Dispatch Clerk Katherine Gosnell got a shout-out from LHSC's CEO this year. Great work Katherine, we're so proud to have you on our team!

*For staff who call Porters during your work day, I hope that you get the pleasure of chatting with Katherine. Every time Katherine answers the phone, she greets you with the most energetic and positive sounding voice. She always adds a little comic relief while chatting about the task at hand.*

*This is a very busy department that requires the utmost organizational skills. Katherine consistently does her job efficiently, professionally and with the best attitude. LHSC is fortunate to have her as an employee.*

*Thanks, Katherine, for always making us laugh and for sending us your positive energy!*

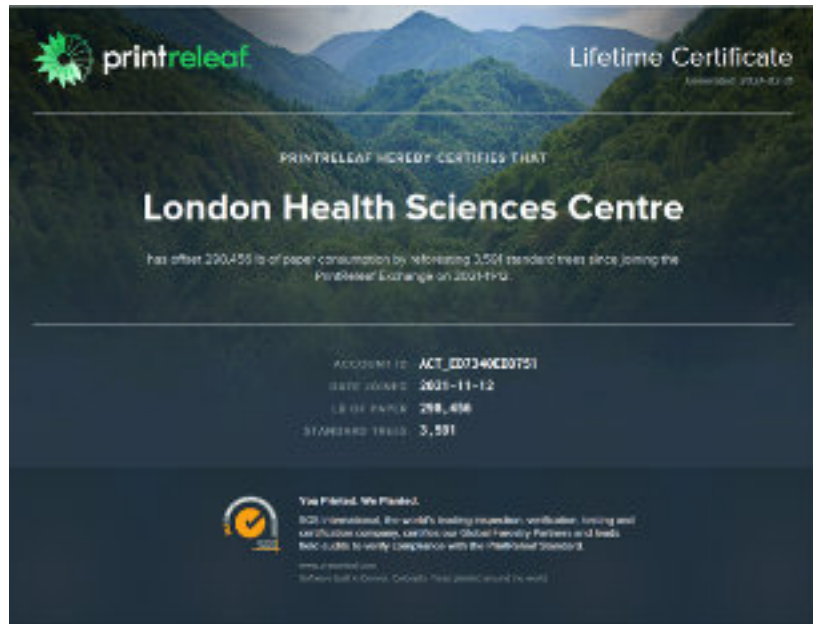
*Sincerely, Lab Test Centre Staff*



# Logistics

## Forms Management

Forms Management worked very closely with the communications department to help ensure all documentation accessed from the LHSC website follows Accessibility for Ontarians with Disabilities Act compliance. We have seen accessibility at the forefront of many departments this year and this includes documentation. Forms also worked with Communications and external vendors to offer forms in different languages to better serve our diverse community of staff and patients. Forms Management has also continued to work daily with Data Communications and the PrintReleaf Program to meet our environmental goals. Since November 2021, forms printed at Data Communications have resulted in the planting of over 3,500 trees!



## Mailroom

The Mailroom saw a significant uptick in demand in 2023. The service processed 39,100 pieces of mail every month in 2023, a 95% increase in demand from the previous year. The addition of a Post One Mail Machine has allowed staff to process more mail, with increased feeding and stacking capacity.

# Linens

The Linen Department has made several process and accountability improvements in 2023/24. New and improved scrub machines are set for installation in 2024 and will reduce breakdowns and introduce a new tracking system for greater accountability, as all transactions will be tied to staff identification cards. This also eliminated the need for separate scrub machine cards. The update is also anticipated to improve our supply of scrubs to better meet infection control standards.

Linen staff continue to support patients by finding personal items lost in their linen and returning them promptly, marking a significant contribution to positive patient experience.

## Switchboard

Switchboard operators consistently find creative ways to support callers and are often the first voice they hear when connecting with LHSC. We are constantly working with other departments and staff to ensure the on-call schedules, emergency codes, and BEEP (internal paging system) reflect the needs of the hospital and support patients in receiving the best care possible. Over 2 million calls and 3,000 Emergency Codes came through Switchboard in 2023, including holidays and overnights.

### Switchboard gets a CEO Shout Out!

Switchboard was instrumental in helping return a lost wallet to an LHSC staff member visiting Toronto. Here's the CEO Shout Out:

*On a recent girls' shopping trip to Toronto, I lost my wallet. Fortunately, store personnel made a very valiant effort to reach me, learning that I worked at LHSC through my LinkedIn profile.*

*The store clerks reached out to our hospital switchboard, who in turn made several attempts to contact me, hoping to catch me before I left Toronto. They managed to reach me, and I got my wallet back with all contents accounted for.*

*Thank you to the Switchboard team for going the extra mile for a fellow employee.*

*Sincerely, A grateful colleague*

# Emergency Management

## Code White Response Training

Emergency Management was featured by the Healthcare Insurance Reciprocal of Canada (HIROC), a non-profit organization supporting health care institutions with Risk Management and Insurance services. In the article, Emergency Management staff talked about:

- How [Code White situations](#) can vary widely, and each department at LHSC has their own unique set of concerns
- Planning with individual teams at LHSC is key to being well prepared for Code White situations
- Developing table-top exercises that are believable and relatable without re-triggering staff

Read the [article on HIROC's website](#).

## Roof Collapse of a Long-Term Care Home Exercise

### Exercise Overview

In compliance with provincial requirements, the City of London conducts an annual emergency exercise with city partners. As a key agency partner to the city's Emergency Management Division, LHSC participates annually. This year's exercise involved a severe winter weather event which led to a partial roof collapse of a Long-Term Care Home (LTCH) in the city.

The purpose of LHSC's participation in the exercise is to use a simulated controlled exercise to practice processes, increase participants' understanding of the Incident Management System (IMS) in an Emergency Operations Centre (EOC), and use the Incident Management System in a hospital setting. Furthermore, through this exercise, key stakeholders at LHSC who may be involved in multi-agency emergencies had the opportunity to communicate with key stakeholders from other agencies, understand one another's priorities, and collaborate and coordinate a unified response to the emergency as a whole.

LHSC's participation in this year's city exercise had three components:

- 1) Emergency Management and Executive in-person representation at the City Emergency Operations Centre exercise
- 2) An in-person departmental Code Orange tabletop exercise
- 3) A virtual Code Orange mock Incident Management Team (IMT) exercise with Executive On-Call participation

### Emergency Operations Centre Exercise

This component of the exercise took place on November 9, 2023 at the City of London Emergency Operations and Training Centre and included representation from a range of city partners, including London Police Services, London Fire Department, City Environment & Infrastructure, Middlesex London Paramedic Services, London Hydro, London Transit, Middlesex-London Health Unit, LHSC, and St. Joseph's Hospital. Participants were challenged with a developing scenario that began with e-mailed weather reports and warnings on November 8, 2023, and progressed throughout the day of the exercise with continuous injects provided to participants. Participants responded to the injects in line with the Incident Management System structure, providing updates at the operations table, the policy table, and to their respective organizations.

### LHSC Code Orange Departmental Tabletop Exercise

The LHSC [Code Orange](#) Tabletop exercise at Victoria Hospital on November 9, 2023 included personnel from various departments including Emergency, Portering, Support Services, Pathology and Laboratory Medicine, Healthcare Materials Management Services, Critical Care and Trauma, Surgery, and Patient Access and Flow.

The in-person exercise was conducted in a controlled setting where participants engaged in a scenario related to the city exercise, simulating a Long-Term Care Home partial roof collapse. The exercise commenced with an Emergency Notification System 2 activation, incorporating a map of the Victoria Hospital Emergency Department and wood blocks representing patients and staff for movement. Injects were introduced, providing additional information on the evolving scenario. Staff members responded by engaging in communication and collaboration, thereby influencing the progression of the exercise.

## LHSC Code Orange Mock IMT Exercise

This component of the exercise took place virtually on November 10, 2023, and included representation from Executive On-Call, Communications, Risk Management, Occupational Health and Safety, Capacity Management, Support Services, Emergency Departments, Trauma Department, and Health Disciplines. The exercise simulated a Code Orange IMT meeting based on the Long-Term Care Home partial roof collapse component of the city exercise. Participants were asked to navigate a scenario involving a surge of patients coming into the hospital as a result of the incident, and focused their efforts on identifying key organizational priorities in their response.

## Emergency Code Grey

On March 4, 2024, a plumbing leak was detected at University Hospital (UH) that would necessitate a steam shutdown to facilitate repairs. Facilities Management immediately notified Emergency Management leaders and the

on-call Executive. This early communication was key to ensuring the Medical Device Reprocessing (MDR) team was able to put measures in place to avoid negative patient impact.

Medical Device Reprocessing immediately executed a coordinated plan, putting in overtime hours to create a surplus of sanitized surgical trays in preparation for the steam shutdown. They also coordinated support from the Medical Device Reprocessing teams at Victoria Hospital and the Nazeem Kadri Surgical Centre to further minimize impact during the steam shutdown.

In the end, repairs were completed within hours and steam supply was restored at University Hospital. No patient procedures were cancelled or delayed. Deborah Wiseman, the LHSC On-Call Executive, said, "This was an incredible demonstration of teamwork, issues management, and problem solving to mitigate patient impact and risk."

## Manager of Emergency Management recognized at LHSC's Teaching Awards

Rosemary Thuss, Manager of Emergency Management, received an Outstanding Preceptor Award at LHSC's Teaching Awards in 2023.

Andy Rombouts, former Director of Support Services said, "Rosemary is almost single-handedly responsible for on-boarding and training members of our expanding Emergency Management team, and thanks to her, it has become one of the strongest health care emergency management programs in the province. She also mentors students from Fanshawe College and various master's programs, and has done this since back when she was the only person on the team."

Congratulations Rosemary!



*Rosemary Thuss (sixth from the right) with the other Outstanding Preceptors*

## Medical Device Reprocessing

The year 2023-24 marked a significant milestone for Medical Device Reprocessing (MDR) at LHSC, with 140 employees across three sites celebrating their reclassification from Medical Device Reprocessing Attendants to Medical Device Reprocessing Technicians. This change reflected the growing demands on the department, including unprecedented reprocessing volumes supporting LHSC's 37 Operating Rooms and various Outpatient Clinics, as well as the evolving landscape of technology and Canadian Standards Association standards. Recognizing the extensive knowledge and skills required for medical device reprocessing, this reclassification underscored the critical role that Medical Device Reprocessing Technicians play in delivering high-quality services and products essential for safe and effective patient care.

Medical Device Reprocessing Technician, Scott Turnbull expressed his satisfaction, stating, "Happy to finally be called a technician, I always felt like a technician and conducted myself accordingly. The recognition feels good." Angela Patterson echoed similar sentiments, saying, "We advocated for this for a long time, and our hard work has now been recognized."

Throughout 2023-24, the Medical Device Reprocessing department worked tirelessly behind the scenes to optimize, on-board, and enhance the skills of Team Medical Device Reprocessing to support the increased surgical volumes seamlessly. With the introduction of extended Operating Room blocks in Spine, Paediatric, and Oncology services at Victoria Hospital, alongside incremental weekend Operating Room days at University Hospital, Medical Device Reprocessing experienced a significant rise in instrument usage, approximately 16% at University Hospital, and 24% at Victoria Hospital compared to pre-pandemic levels. Collaborating with perioperative and Oncology Care Model partners, Medical Device Reprocessing diligently supported the strategy to address surgical backlog and reduce extensive wait times resulting from pandemic interruptions. LHSC's efforts were recognized as one of the most efficient post-pandemic surgical programs in Ontario.

Medical Device Reprocessing Week 2023 also featured lunch-and-learns and team-building activities like a trivia competition between University Hospital and Victoria Hospital Medical Device Reprocessing, fostering professional development, camaraderie and fun.

These initiatives not only celebrated the Medical Device Reprocessing team's hard work but also promoted community engagement and employee well-being. Medical Device Reprocessing's key projects in 2023-24 included:

**Medical Device Reprocessing Hand Hygiene Sink Project:** In 2023/2024, following consultation with Infection Prevention and Control (IPAC) and in response to the 2022 simulated Accreditation survey, Medical Device Reprocessing successfully added new sinks and upgraded existing ones at both sites. This initiative, aimed at enhancing improving staff and patient safety through compliance with Canadian Standards Association standards and Infection Control best practices, included hands-free activation to reinforce and enhance proper hand hygiene.

**Surgical Centre Expansion:** Medical Device Reprocessing spearheaded the redesign of a state-of-the-art expansion of the existing medical device reprocessing area supporting the Nazem Kadri Surgical Centre, in collaboration with various stakeholders including Facilities Management, Steris, NORR, Surgi-Centre clinicians, and Infection Control professionals. This redesign, facilitated through 3D renderings and virtual reality tours, will accommodate Phase 2 and beyond of the Surgi-Centre Expansion project, supporting up to six operating rooms.

**Paediatric Emergency Expansion Project:** Medical Device Reprocessing closely collaborated with Facilities Management, clinicians, and contractors to support the expansion of the Paediatric Emergency Department while ensuring uninterrupted Medical Device Reprocessing services. Demonstrating resilience and adaptability, the Medical Device Reprocessing Team adjusted to changes in the department footprint.

*The 2023 MDR Food Drive collected over 1,955 pound of food (up from 802 pounds in 2022) for the London Food Bank.*





# Food Services

## Supply Chain Disruptions

Industries continue to deal with the impact of labour and supply chain shortages. Manufacturers are also continuing to make difficult decisions to streamline their products. The cost of products continues to increase from many factors including adverse climate events, rising geopolitical tensions, and diesel and carbon taxes. All these factors continue to have an impact on our ability to source our normal product line. However, Patient Food Services continues to work proactively with our vendors to deal with any anticipated supply interruptions. We have increased inventory levels for certain items where possible, or sourced comparable products. We continue to adapt and partner closely with our clinical partners to ensure our patients don't notice any interruptions or changes unless it's a special treat added on for a holiday.

## Food Tray De-Packing

The De-Pack program diverts organics that are returned on patient food trays in unopened packaging. This year the program diverted 354 tonnes of organic matter and materials from landfill! We were privileged to be a part of the team receiving the Environmental Leadership Award from the London Chamber of Commerce in 2023.

## Culturally Inclusive Diets

The Food Services Administrative team worked closely with the Office of Inclusion and Social Accountability and Clinical Partners to review available culturally inclusive diets at LHSC, with the goal of increasing Clinical awareness to order when appropriate. This work was summarized in a [feature article on the LHSC intranet](#). As awareness of cultural diets increases, Food Services continue to monitor their uptake or utilization. Initial data demonstrates an increased selection of these diet options.

## Patient Experience

Patient Food Services served 990,450 trays in 2023. This is 41,721 more trays than the previous year.

We receive patient comments regularly throughout the year. These are just a few examples that showcase the pride we take in our work, keeping patients at the center of all we do.

*"Thank you for all my veggie meals. Going home tomorrow. Really liked the white lasagna." Pt. VH C6*

*"To the chefs and all kitchen staff. Appreciate all the hard work. The food and service is delicious and wonderful respectively. Thank you." Pt. VH, C5*

*"I love your mashed potatoes :) I have had your chicken strips (very good) and your pork cutlet. Your food that you serve is excellent. You should be very happy to know that. Thank you." Pt. UH 8<sup>th</sup> floor*

*"To the chefs, I especially enjoyed my lunch today, especially the mashed potatoes and wax beans. Thank you kitchen staff!" Pt. VH*

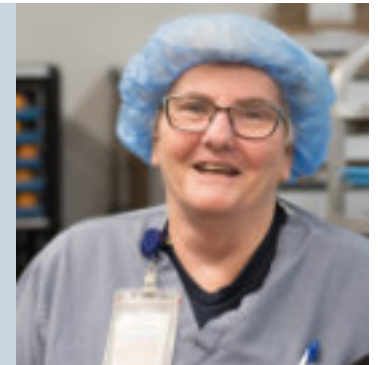
*"To whom it may concern! Thank you again for the best lunch. You know the key to great health and good way to quick recovery. I only hope everyone here can appreciate your hard work to keep them recovering sooner!" Pt. UH 8th floor*

*"We all enjoyed our meal, as usually. Thank you very much. Luv the patients on the 7th floor of the hospital!" Pt. VH. B7*

*"Thank you so much for your kindness, patience and work to give good food. So appreciated" Pt. VH E5*

### **Congratulations to Elizabeth Lush on 50 years at LHSC!**

Elizabeth Lush, Dietary Worker at Victoria Hospital, is the heart and soul of LHSC's food production center. Liz is a dedicated individual who embarked on this journey on October 2, 1973. Liz attributes her long lasting career at LHSC to her altruism, resiliency, and taking pride in a job well done. Read more about Liz's story on the [LHSC intranet](#).



## Director Retirements

### Derek Lall

Derek Lall, Director of Capital Redevelopment, Facilities and Engineering, retired after 10+ years at LHSC, leading the Facilities Management and Engineering portfolios through many capital and operational improvements.

Derek was instrumental in fast-tracking the COVID-19 Field Hospital in 2020, converting the Agriplex into a functioning treatment space, and then into a vaccine centre within a matter of days.

Derek oversaw the digitization of maintenance and repair operations, improving the way we respond to customer repair tickets, many improvements to staff and patient safety during construction work, and the development of major projects such as the Healthcare Research Studio, LHSC's Indigenous Centre and many Diagnostic Imaging Renovations and Expansions. His drive for continuous improvement, high quality delivery, and team management will be missed.

Derek also sits on the Executive board for the Canadian Healthcare Engineering Society Ontario Chapter and serves as a board member for the Ronald MacDonald House Southwestern Ontario.

He has spoken at numerous healthcare conferences as well as educational institutions to promote Facilities Management integration and technology platform.

Most recently, Derek was instrumental in leading and winning the recent London Chamber of Commerce Award for Environmental Leadership through many different initiatives for healthier healthcare facilities and planetary health work.

We wish Derek all the best in this next chapter of his life.

### Andy Rombouts

Support Services and Environmental Operations Director Andy Rombouts has been with us since November 2018 and has led the Support Services portfolio into a team-based, collaborative, and customer service focused area.

Andy's leadership truly shone during the COVID-19 pandemic, leading the charge on masking, perimeter screening, and managing our supply of

Personal Protective Equipment (PPE). We will always be grateful to Andy for his cool head, resolve, and perseverance when the crisis hit.

A strong asset to LHSC, Andy's teams enjoyed his openness, his sense of humour, and his professionalism. Andy's open-door approach created a great collaborative team-based culture in Support Service and Environmental Operations. He will be missed and we wish him all the best in this next chapter of his life.



*Derek Lall (third from the left) with his colleagues at his retirement party*



*Andy Rombouts (centre back) with his colleagues at his retirement party*

# Capital Redevelopment and Environmental Operations Retirees

Congratulations to all retirees in Capital Redevelopment and Environmental Operations and we thank you for your years of dedicated service!

**Lucy Catolino**, Porter

**Robert Chambers**, Porter

**Yvonne Cheeseman**, MDR Technician

**Orlanda Couto**, Dietary Worker

**Lesley Durham-McPhee**, MDR Technician

**Monica Ford**, Porter

**Barry Glad**, Building Engineer

**Sheila Ann Hall**, Admin Assistant II

**Derek Lall**, Director

**Michael J Lenart**, Porter

**Elizabeth M Lush**, Dietary Worker

**Gerardo Melillo**, Porter

**Cindy Lynn Robertson**, Dietary Worker

**Brian Murray**, Electrician

**Tannis Noble**, Dietary Worker

**Christopher John Richards**, Porter

**Andy Rombouts**, Director

**Suzanne Elizabeth Schwab**, Manager

**Lynn Marie Tapper**, Porter

**Stephen C Tompkins**, Porter

**William Trost**, Porter

**Barry Uttley**, 2nd Class Engineer



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## 2016 - 2020

VH Flex Space  
VH Parking Garage LED Lighting Upgrades  
UH Installation of X-Ray Unit  
UH Inpatient Washroom Upgrades  
UH and VH MDR Equipment Washers  
UH and VH Core Labs  
VH Mental Health 24-bed Expansion  
VH Pediatric Critical Care Unit Improvements  
VH High Voltage Feeder Cables Replacements and Upgrades  
VH Cooling Tower Replacements  
VH Healthcare Research Studio  
UH Pharmacy Clean Room  
VH Breast Milk Freezer Replacement  
VH Backup Water Main  
VH North Tower Roof Replacement  
VH Medication Rooms  
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South Street Hospital Demolition & Decommissioning  
UH Cardiac Hybrid Operating Room  
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UH Pharmacy Narcotic Vault

## 2021

UH Window Replacements (Year 5 of 5)  
CCTC Roof Replacement  
VH Food Services Cart Fridge Replacement  
VH CT Scanners  
Agriplex Vaccine Centre  
UH X-Ray  
UH MDR Sterilizers & Ceiling Replacements  
VH Dentistry X-Ray  
VH Zones C and D New Roofs  
LRCP Orthovoltage Room

## 2022

LRCP New CT Scanner  
LRCP New Linac  
LRCP Computerized Tomography suites  
LRCP Medical Linear Accelerator  
UH/VH Interventional Radiology suites  
VH Emergency Generators  
UH New X-Ray Suite  
VH CT and MRI  
UH IR Suite  
UH MDR Cart Washers  
FEMAP Expansion at 54 Riverview



## 2023

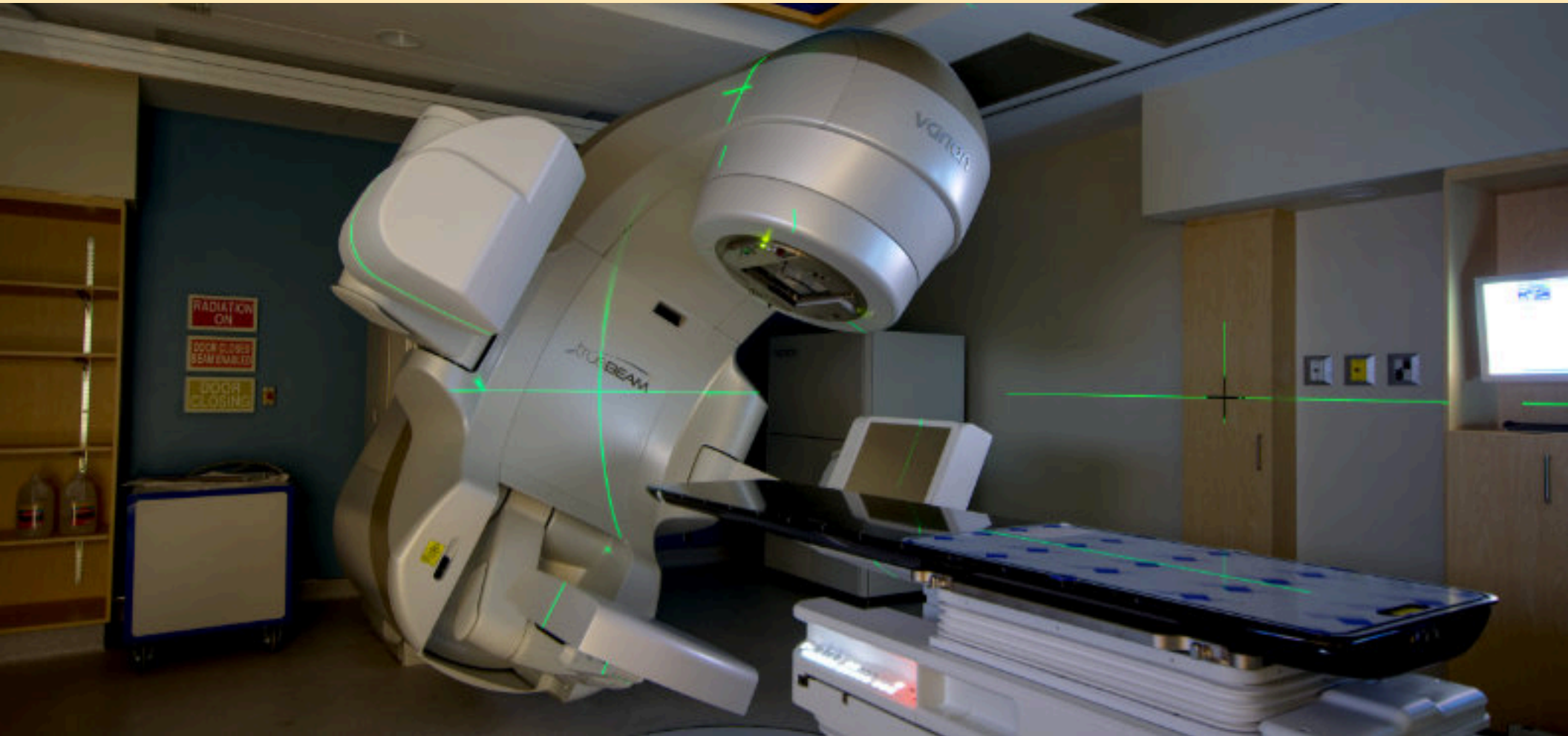
UH Boiler Plant  
Indigenous Garden at VH  
UH and VH MRI Suites  
749 Baseline Road Renovations  
UH IR Recovery Space  
VH / UH New MRIs  
VH Rose Garden  
Steam Quality Upgrades for MDR

## 2024

LRCP New LINAC  
VH Fluoroscopy  
VH/UH Parking Infrastructure Upgrades  
VH Staff Lactation Space  
UH Bariatric Clinic  
Emergency Department Headwalls  
Operating Room Upgrades

# Capital Redevelopment and Environmental Operations

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