

Facilities Management, Environmental and Support Services

Year in Review 2020-21



The artwork on the cover of this report is part of the mural at the new Indigenous Centre at Victoria Hospital. The artwork was created by young local Indigenous artist Tsista Kennedy.

To me, the artwork represents a forward-looking direction for London Health Sciences Centre; one that is more inclusive with meaningful community engagement and cooperation. It also brings forth a spirit of healing, both medically and spiritually. This is especially poignant today, given the challenging times we all continue to endure.

Dipesh Patel
Vice-President, Facilities Management,
Environmental and Support Services

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Introduction

To say the 2020/21 year in Facilities Management, Environmental and Support Services (FMES) was unlike any other is truly an understatement. This year has been full of surprises, with teams pivoting in unexpected ways. The keys to success in FMES have been collaboration and innovation. Many partnerships within LHSC and outside were strengthened and created. Sometimes these were born of necessity, but they all improved customer service, staff experience, and patient experience.

Outside of COVID-19 measures, other work in FMES needed to continue. Critical building infrastructure projects proceeded, and teams continued to find more effective and efficient ways to do their work. Teams have grown with new positions, sometimes in response to the pandemic, and sometimes to improve customer service.

At the end of the day, customer service remains at the heart of everything FMES teams do. Whether creating a safe environment, building better partnerships, or improving our own teams, FMES continues to support the betterment of patients, staff, and visitors at LHSC.

This report also includes a welcome distraction, a fascinating look at the history of the Victoria Hospital campus.

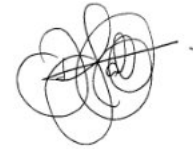
If you're reading a paper copy of this report, you're encouraged to download the digital version to take advantage of the many links to additional stories throughout the report. Download the report on the [FMES website](#).

Message from the VP

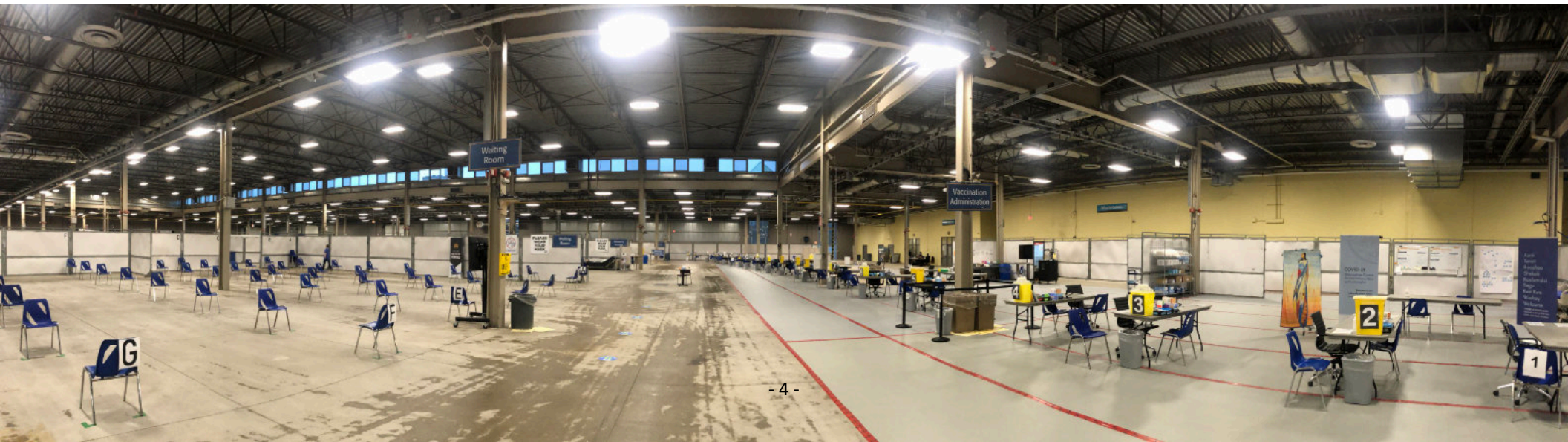
This year has been full of twists and turns, as FMES staff have been asked time and time again to perform above and beyond their normal roles. I'm very proud of the extraordinary work our staff has done to combat COVID-19, stepping up and meeting new challenges with bravery and determination.

Our relationships with city departments and other community organizations has never been better. Maybe it was accelerated by the pandemic, but the dependencies between community services, vendors, city services, and FMES services have been put into focus over the past year. I'm confident the relationships that have been strengthened by pandemic responses will continue to be valued and leveraged well beyond our current predicament.

While it's encouraging to see everyone come together to focus on a common goal, I am also aware of fatigue and potential burn-out. I hope everyone takes the time to rest between shifts, and we all continue to rely on each other to get us through these tough times. I'm always open to hearing your concerns, by phone, video conference, or a mask-to-mask meeting.



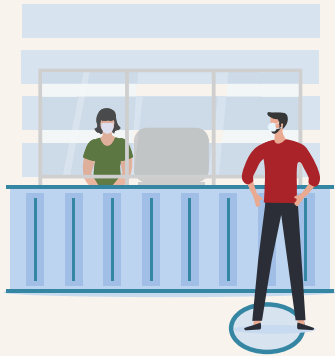
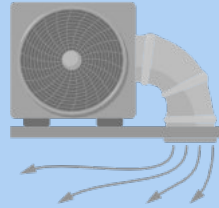
Dipesh Patel, Vice-President of
Facilities Management, Environmental and Support Services



FMESS by the numbers in 2020

(supporting COVID-19 measures)

11 Negative Pressure
area projects completed



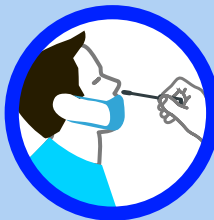
10 staff redeployed
to screening stations

100 Plexi-glass
screens installed

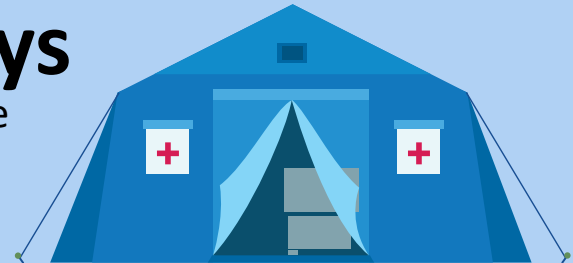
70 PPE training
sessions
completed



4 days
to open the Staff
Assessment Centre

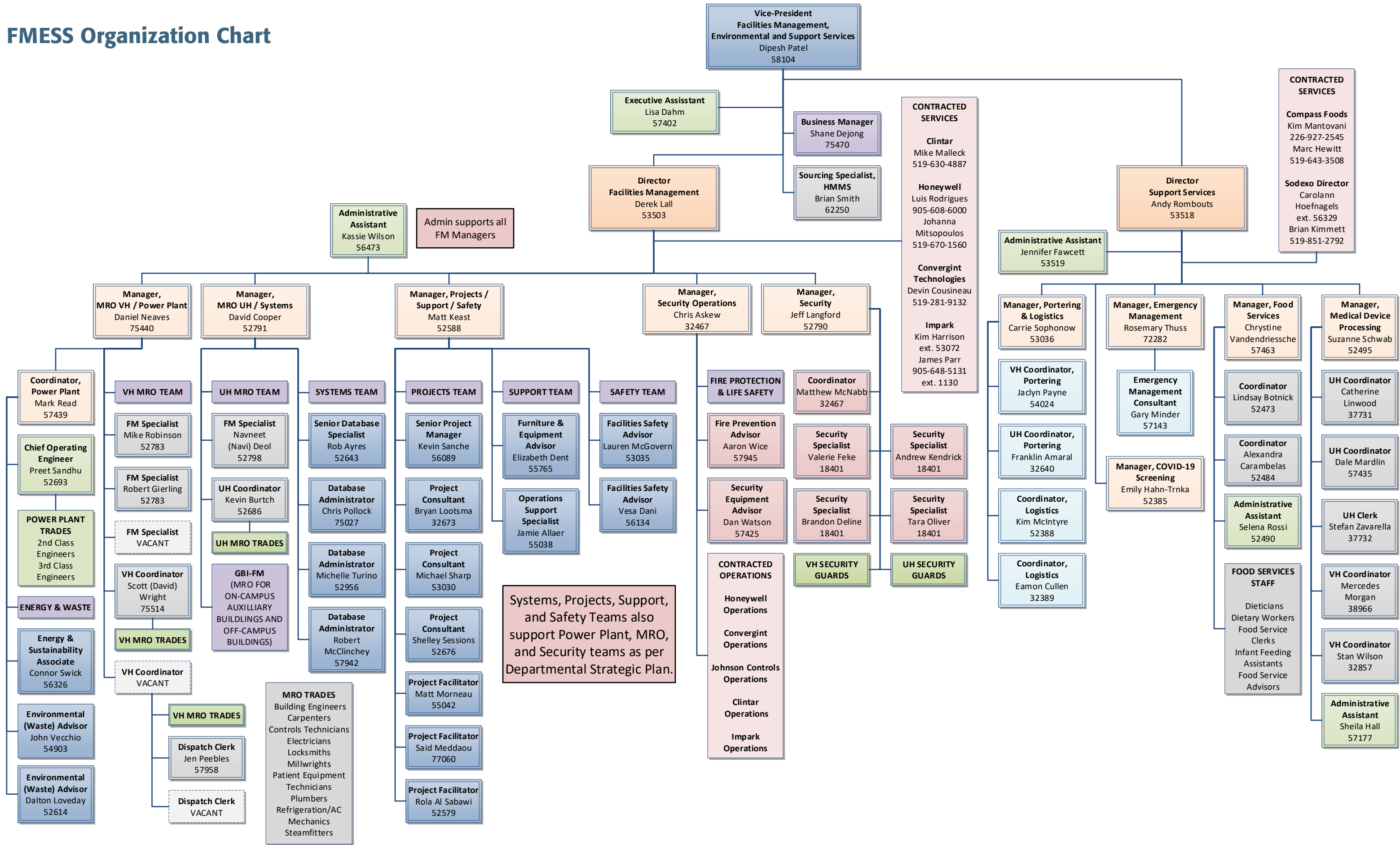


21 days
to create the
LHSC Field
Hospital



7 days
to open the
Vaccination Centre

FMESS Organization Chart



Featured Capital Projects

Agriplex Vaccine Centre

After the Western Fair District Agriplex was converted into LHSC's Field Hospital in April 2020, two-thirds of the facility was left available for other uses. Facilities Management and other teams at LHSC worked with the Middlesex-London Health Unit to launch one of the first COVID-19 vaccine centres in Ontario.



The facility planning and implementation took place over an expedited two-week period in mid-December. The vaccine centre includes:

- Six screening stations
- Eight registration stations
- One waiting room
- 21 vaccination stations
- Four recovery bays
- Five post-vaccination checkout stations
- One pharmacy

Facilities Management worked closely with LHSC's Pharmacy team to transform an office space at the Agriplex into a functional pharmacy. Having a safe and secure location to receive vaccine was critical. This work included a ventilation system designed to keep staff safe from exposure to the dry ice while it sublimated.

Collaboration with other LHSC teams was key to getting the project completed in a timely way. Infection Prevention and Control, Information Technology, and People & Culture all worked together to ensure physical distancing, network and software access, and staffing needs.

Matthew Morneau, Project Facilitator with LHSC's Facilities Management says, "With so many moving parts and an expedited timeline, this would not have been possible without collaboration across multiple teams."



Staff screening station



Registration check-in stations



Vaccination stations

Emergency Generators at VH

London Health Sciences Centre (LHSC) is currently upgrading the emergency power infrastructure at Victoria Hospital (VH). Three new 3 mega-watt (MW) 13.8 kilo-volt (kV) diesel generators will provide 100 per cent emergency power to VH, similar to LHSC's University Hospital. The project also includes provision for two additional 3 MW generators to service future expansions at Victoria Hospital.

Existing 600-volt diesel generators at VH are a generation old and run the risk of failure in the event they are needed to provide emergency power. They were designed for the power needs of Victoria Hospital in the 1980s and 1990s, but with the growth of the campus and higher power needs of newer equipment and digital infrastructure, they do not meet current demands.

The project offers numerous benefits in addition to providing 100 per cent emergency power capacity to VH. These benefits include islanding, black starting, and additional cost savings.

Islanding is the condition where a localized power system can operate without the presence of any municipal power for an extended period (eight hours or more). While LHSC's Power Plant can use its co-generation capabilities to power VH for an extended period, the co-generators can take up to 45 minutes to power up. The new generators would provide power while the co-generators are started, providing a seamless switch over so no disruption to hospital power takes place. The project includes control equipment at the Power Plant to achieve the islanding capability.

Black starting is the condition where a power system needs to be started from a complete or partial loss of power from the grid. Black starting gives LHSC additional flexibility in restoring power to VH in a variety of outage conditions. The project also includes black start controls at the Power Plant.

The new emergency power generators will be located south of Commissioners Road at the Westminster Power Plant. Air and noise consultants are part of the design team to ensure applicable emissions and noise standards are being met.



Three new generators under construction at the Power Plant in March 2021. The switchgear building is to the right.

Construction activity took place throughout 2020 and 2021 at VH, as the older generators were decommissioned and removed, and temporary generators were installed on-site.

A new electrical room is also being built on Level 3 at Victoria Hospital. The new generators are expected to go online by the end of summer 2021.

Dipesh Patel, Vice-President of Facilities Management, Environmental and Support Services at LHSC says, “We’re glad to be improving this much needed part of our infrastructure at Victoria Hospital. This isn’t glamorous design work with a fancy ribbon-cutting ceremony, but part of the lifeblood of the building and speaks to the essential nature of 24/7 care at LHSC. We see infrastructure improvements as investments rather than costs; investing in the future of the buildings and the continued service at LHSC.”

This important infrastructure project ensures reliable and safe emergency power to all of Victoria Hospital, now and into the future.

Diagnostic Imaging Upgrades

Upgrades to aging equipment in Diagnostic Imaging areas continued throughout 2020-21 at both Victoria and University Hospitals. The older fleet of Computed Tomography (CT), Magnetic Resonance Imaging (MRI) and Interventional Radiology (IVR) equipment were experiencing an increase in failures, and sourcing replacement parts was an ongoing challenge.

The new equipment provides superior images for better diagnostic accuracy and reproducibility, and decreased radiation doses. Work is being scheduled so that only one suite of each modality is closed at a time, in order to minimize disruptions to services. Although COVID-19 threatened to slow down the work because of the decreased supply of construction materials and safety concerns of construction personnel, FM Staff were able to adjust the project and continue to move forward.

The project is divided into two phases. Three new CT Scanners, including the replacement of two at VH, opened in March, June, and October 2020.

Remaining Phase 1 work includes:

- The replacement of 2 CT Scanners at UH
- Additional planning is complete for a new waiting room and support space at VH, including a new IV prep room and recovery room
- The relocation of a CT Scanner from VH to UH

Phase 2 is currently in the final stages of design and is awaiting MOH approvals, with construction tender expected to be issued early in 2021. The scope of Phase 2 includes:

- 2 new MRIs and 3 new IVRs at VH
- 2 new MRIs and 2 new IVRs at UH

A new Recovery Room at VH, equipped with 13 stretcher bays, a nursing station, a medication room, ancillary rooms, and a reception and waiting space has been deferred to a later project due to budgetary concerns

Facility infrastructure improvements are also needed to accommodate the new equipment. These include:

- New lead lining around the perimeter of the CT and IVR scanner suites
- HVAC upgrades supporting the areas to meet current CSA standards
- Upgrades to existing fixtures, finishes, doors, and fire & life safety equipment
- Sprinkler modifications and upgrades, new heat pumps, and other HVAC upgrades
- New power feed upgrades



Renovated CT Scanner control room



New CT Scanner

Indigenous Centre

The Indigenous Cultural Centre is part of LHSC's work with Atlohsa Family Healing Services, a non-profit, charitable organization that provides community members with Indigenous-led programming and services.

The space features a central ceremonial area in a traditional circle layout, with adequate space for physical distancing, and able to accommodate up to 19 people once physical distancing requirements are eased in the future. Interior design features traditional colours, artwork, and motifs. The new Centre is located at Victoria Hospital, Zone E, Level 1, to allow for easy public access. The design was completed by Matter Architecture in consultation with Atlohsa Family Healing Services. The mural artwork was completed by local Indigenous artist Tsista Kennedy.

Construction was completed in September 2020.



Artwork mural facing the Zone E lobby



Ceremonial space

UH Boiler Plant

Work on University Hospital's new Boiler Plant continues into 2021. The plant is needed to provide steam and heat to University Hospital and end our reliance on Western University for this service. Read more about this important infrastructure project on the [FM website](#).

Completion of the project is on schedule for Spring 2021, with testing and training throughout the summer, and going live in the fall.



Exhaust stack from the boiler plant



The projects includes three new natural gas fired boilers

UH Window Replacements

Facilities Management has reached the end of a five-year plan to replace over 500 windows at University Hospital. The project took careful planning and coordination between Facilities Management, clinical units, and the contractor. Facilities Management would like to express thanks to all the units at University Hospital who demonstrated patience and understanding as patients had to be relocated to accommodate the window replacements. The new windows are more energy efficient and will provide much greater protection against future adverse weather events.



Coronavirus Testing Lab

The Pathology and Laboratory Medicine (PaLM) department worked with Facilities Management to fast-track the renovation of an open lab space into pressurized lab spaces to properly test COVID-19 and other emerging viral diseases.

The new laboratory space has tripled LHSC's current testing capacity, with four distinct molecular Polymerase Chain Reaction (PCR) clean rooms and proper workflow for COVID-19, as well as molecular testing of future emerging viral diseases. PCR is a technique used to amplify a segment of DNA of interest to produce millions of copies of the specific DNA sequence, providing viable samples for investigation. The current set-up is shared with other virology testing workflow and with the molecular genetics laboratory.

The number of specimens received for COVID-19 has surpassed annual volumes for other virology testing and the new dedicated workspace is required to sustain Virology, Molecular Genetics and COVID-19 operations. The separate and distinct lab allows for the department's growth as other emerging viruses appear in the coming years.

Matter Architectural Studio and Chorley & Bisset Consulting Engineers were brought on board to design the space and the ventilation system. Careful planning and design have gone behind the creation of negative and positive pressurized work rooms to properly contain viruses and keep laboratory staff safe.

In order to minimize disruptions to ongoing lab activities, the project was executed in two distinct phases. Staff and equipment were temporarily being relocated while both construction and lab work continued. Construction was completed in October 2020.

PaLM department is a joint venture between London Health Sciences Centre and St. Joseph's Health Care London. PaLM has partnered with all 42 hospital sites and seven public health units in London and Middlesex County to serve the diagnostic testing needs through the COVID-19 health crisis.



Above: Amplification Room. Below: Sample Receiving Area Room.



FOCUS: How COVID-19 affected FMESS Operations

It's an understatement to say that everyone at LHSC had to shift the way we do things when COVID-19 first struck. At FMESS, many staff were reassigned to different roles, recognizing that safety of patients and staff were paramount. Many FMESS staff members were assigned to screening stations throughout LHSC for the first six months of the pandemic. In all, teams came together to do whatever was needed, despite the added pressures and demands.

Several teams in Support Services were also featured in The Page publication throughout the pandemic. Links to the articles are included in each team's description below.

Projects Team

For the FM Projects Team, COVID-19 measures resulted in a significant increase in workload as priorities shifted. In addition to developing urgent projects such as the LHSC Field Hospital, Staff Assessment Center, screening stations throughout all facilities, negative pressure areas, and a new Coronavirus Testing Lab, important infrastructure and capital projects also continued.

The ripple effects from COVID-19 deeply affected the entire construction industry. Supply chain shortages, reluctance of contractors working in health care environments, and new safety protocols all added to increased project costs and stresses for everyone involved.

At FM, PPE was immediately required for all Project Managers, as well as contractor staff. Letters had to be issued to contractor companies, confirming that essential construction work was needed at LHSC. FMESS leaders developed our own Pandemic Response Plan, to deal with specific protocols around construction projects, negative pressure rooms, waste management, and more.



The Projects Team oversaw the conversion of spaces into negative pressure areas to isolate patients with airborne contagious diseases such as COVID-19.

Maintenance, Repair and Operations Team

A high priority for the Maintenance, Repair and Operations (MRO) Team was to ensure patient spaces about to receive COVID-19 patients were in good working order. The team checked over all electrical, plumbing, doors and other systems, so physicians and staff could focus on treating patients without having to worry about building infrastructure needing repairs.

Screening stations also needed infrastructure support for power and network access. In one case, an MRO Electrician sourced a cable tray and rack to avoid running an extension cord along the floor in a high-traffic area. This helped to prevent potential trips and falls, especially for those with limited mobility, or using wheelchairs or stretchers.

Other staff at LHSC are working together with the MRO team to ensure work is completed safely and effectively. For example, defective nurse call buttons are normally unplugged from the wall and replaced with a new button; a fairly easy procedure. In order to save on PPE, clinical staff began taking the replacement buttons from MRO staff and replacing them themselves. At the end of the day, everyone is working together to ensure all the pieces are in place so front line health care workers can provide necessary care.

The MRO Team at University Hospital



Groundskeeping

As a result of COVID-19, outdoor spaces became vital for additional physically distanced break spaces in the warmer months. Facilities Management and Clintar, LHSC's groundskeeping vendor, conducted a review of areas in early 2020. The review highlighted the need for additional break spaces to ensure safe physical distancing. Planning began in 2020, with area improvements and renovations going ahead in spring and summer 2021. Areas that were neglected, overgrown and unused for many years are to be cleaned up to make additional space. Improvements are planned for the Rose Garden area and many other areas at both Victoria and University Hospitals in time for the summer.

Clintar also provided additional daily touch point cleaning for all outdoor spaces. Given the challenges and additional support provided by Clintar, they maintained normal maintenance through summer and winter weather, while following LHSC safety protocols and guidelines when working on all LHSC sites. We're proud to have Clintar as a trusted partner that is truly going above and beyond during the pandemic.

Portering Team

The Portering team was most affected by entrance restrictions at Victoria and University Hospitals. Under normal circumstances, visitors would escort patients to their destination in the hospital, but with fewer visitors coming into the buildings, Porters took up the responsibility to ensure patients reached their destinations safely. This COVID-19 service extended into the London Regional Cancer Program (LRCP) building and main hospital entrances as well, where Porters assisted those whose loved ones could not accompany them. In an effort to assist LRCP, Portering leadership transitioned this new Portering team into our existing program, which was a highlight of their year.

With entrance screening in effect, many patients were left waiting outside for their turn. Portering stepped up to provide water bottles, wheelchairs, and blankets for waiting patients. Things previously taken for granted, such as flower deliveries, came into question as delivery people were not admitted into the buildings. The absence of volunteers also increased the workload for Portering.

Cancelled surgeries and few patients coming into the hospitals offset the increased demand for Portering at the beginning of the pandemic. However, as capacities ramped back up in the summer and screening responsibilities

continued, Portering was again in high demand. Working with People & Culture, the team hired an additional 20 Porters to deal with the workload. Through it all, the team has continued to assist with signage updates, PPE delivery, and outpatient support in various capacities, providing additional patient services by escorting patients during their visits, sometimes with multiple visits in LRCP, Labs, and Diagnostic Imaging areas.

Carrie Sophonow, Manager of Portering and Logistics said, "The greatest success we had through all this was improving on our existing relationships. We were lucky that the Porters already had a great rapport with LHSC staff. Porters were instinctively involved from the beginning with listening to other teams and our patients. They recognized that compromised patients needed help getting into the building. In turn, staff entering the building saw the line ups and became more understanding of our challenges. The team has been amazing at adapting to changes over the last year."

The Portering Team was featured in the [July 2020 issue of The Page](#), and Porter Kim Harrison was featured in the Fall 2020 issue of [inside LHSC, Caring through COVID-19](#). Former Porter Gary Minder took part in a virtual [Zoom meeting with Prime Minister Justin Trudeau](#) and other front-line staff in November. Team members also supported re-certification efforts for N95 masks and participated in LHSC's Social Distancing Campaign in April 2020.



Porter Kim Harrison (left) and former Porter Gary Minder (right)

Emergency Management

While Emergency Management (EM) sprang into action at the outset of the pandemic in 2020, the year since has seen the growth of external partnerships, and evolving measures for physical distancing at LHSC.

Establishing and maintaining strong partnerships with the City of London have always been a key part of Emergency Management. When COVID-19 first hit, London Transit Commission (LTC) cut bus routes in response to diminished ridership in the city. This created challenges for LHSC's essential workers to get to their shifts on time, particularly early in the morning. Emergency Management cooperated with LTC to ensure routes to Victoria and University Hospitals were immediately restored for essential staff.

EM also engaged with the City of London to ensure child care spaces were maintained for LHSC staff, again recognizing the essential need to continue operations at the hospitals. New COVID-19 assessment centres and vaccination centres also needed Emergency Management plans, which were created in cooperation with EM and City staff.

As entrance screening guidelines evolved and needs changed on an almost daily basis, EM learned to pivot and provide support to the Pandemic Incident Management Team (PIMT) and ensure the safety of staff and patients. EM was also heavily involved in establishing, implementing, and auditing of physical distancing rules for staff break areas and meeting rooms.

New emergency codes were also created under COVID-19, including Protected Code Blue/Pink and Intubation Code. The Protected codes for cardiac arrest situations included steps for emergency responders to don and doff full PPE when responding to a Code Blue or Code Pink. Packs were also added to arrest carts to ensure PPE was readily available in an emergency.

The new Intubation Code was created to protect health care workers performing intubations on suspected or confirmed COVID-19 patients. The highly specialized teams responded to cases in Emergency, ICU, and for Code Blue/Code Pink situations, in order to reduce the number of staff being exposed to aerosols. Enhanced PPE was also required for Code Intubation responders.



The Intubation Team normally consists of two Anesthesiologists, an Anesthesia Assistant, and a Registered Nurse

Code Orange called on December 11, 2020

Emergency Preparedness continued throughout the pandemic, to ensure LHSC is prepared for any event. In December, a Code Orange was called when a construction site collapsed in London.

What is a Code Orange?

A Code Orange is when “an external disaster results in an influx of patients demanding additional resources to manage.” During a Code Orange, normal processes could be overwhelmed, necessitating a need to shift to emergency processes in order to respond to the event.

Teamwork was the key

Immediately after being notified of the incident, LHSC's Emergency Management team sprang into action. LHSC's Administrator-on-Call was engaged, as well as Ortho/Trauma units and the VH Emergency Department. Communication with the City's Emergency Operations Centre was crucial to getting the right information about injuries and the ongoing situation in order to prepare for incoming patients at LHSC. Once the Code Orange was activated, many teams came together to respond to the incident, including the Emergency Department, Family Information and Support Centre, Portering, and Operating Rooms / Medical Device Reprocessing. By being prepared and following procedures, LHSC and the City of London were able to respond quickly and get the right pieces in place to help the injured.

Why are Emergency Codes activated?

Emergency Codes are activated to inform the LHSC population that an incident has occurred and to concentrate or redeploy resources including staff. In the case of this Code Orange, staff were redeployed from the ICU to the Emergency Department. When everyone is informed, action can be taken more rapidly and effectively.

Food Services

The ripple effects from other industries during COVID-19 affected operations in Food Services. As school cafeterias and events shut down and manufacturers worked to find ways of incorporating physical distancing, manufacturers responded with a reduction in supply, leaving LHSC and other hospitals facing supply shortages. This and other unexpected changes meant constant pivoting in menu options, while changes in patient counts and patient populations added challenges to forecasting required food volumes. Some patients remained in hospital longer than expected, for example, if they were unable to return to a long-term care facility with a COVID-19 outbreak. Food Services worked diligently to prevent menu fatigue for longer stays, with special menu options and seasonal specials whenever possible, despite the supply chain challenges.

Similar to challenges faced in Facilities Management, some vendors were reluctant to provide service in the main hospitals from fear of contracting COVID-19. Staff reached out to vendors to assure them of all the safety measures and screening at Victoria and University Hospitals, and that like staff at LHSC, vendor services are also considered essential to ensure safe and dependable services to patients. With proper safety measures in place, vendors have since returned to continue servicing dishwashers, ovens, and other equipment in Food Services.

When planning for the LHSC Field Hospital, Food Services partnered with Public Health to take a pro-active and unconventional approach to the approval process. By completing their due diligence in advance, Food Services was able to plan for a “Lift and Shift” model that could easily be approved by Public Health, avoiding delays if and when the Field Hospital was operationalized.

What is a “Lift and Shift” Model?

In a Lift and Shift Model, an existing operation is mobilized to another location, with all its policies and procedures intact. For Food Services, this means lifting everything from supply chain management to the front-line delivery of food and applying them at a satellite location at the Field Hospital. This ensures speed of mobilization, consistency, clarity for front-line staff, and confidence in approval from Public Health.

COVID-19 Screening

The Screening Team continues to support safe entry into LHSC locations for staff, physicians, patients and visitors. Over the past year, the screening process has evolved to support the continuing needs of the organization and the changing policy requirements regarding safe hospital entry during the pandemic. Perimeter Screening at LHSC has been a team effort as the department was formed with redeployed hospital employees and has transitioned to a dedicated staff of about 160, including the addition of a new management position in Support Services to maintain and implement screening protocols. Emily Hahn-Trnka joined LHSC in December 2020 and was challenged both by a new organization and an entirely new role. Entry control officer positions have become a talent pipeline for the organization as more than 15 screeners have been hired as LHSC employees in Security and various clinical areas.

Collaboration has been the key to success of screening measures at LHSC. The Screening Team has worked closely with Information Technology to develop tools to increase efficiency and access into the buildings, including a screening app for smartphones, ID badge tapping and an online database for all screening information and contact tracing. The Screening Team has supported the changing needs and requirements around LHSC Visitors and Care Partners as required by Provincial Control Levels.

Emily Hahn-Trnka says, “The screeners really are the first line of defense in keeping our hospitals and other sites safe. Our team was nimble in responding to constantly changing guidelines from government and within LHSC. Our site leads and screeners have done a fantastic job, even as the months go on and pandemic fatigue becomes a risk.”



Switchboard Team

Communication needs took on a new life under COVID-19, and Switchboard was central to ensuring the right pieces were in place. The team collaborated with Finance and Patient Experience teams, as well as with physicians, and interpreters to ensure Virtual Care sessions were setup and ready to go. The implementation of 3-way calls was essential between the patient, the physician, and an interpreter.

Switchboard also supported Emergency Management with the development and implementation of new Codes under COVID-19 such as Protected Code Blue/Pink and Intubation Code, and including “Please don appropriate PPE” to overhead pages.

On January 4, 2021, Switchboard, in partnership with Information Technology Services, decommissioned the use of our voice recognition software known as Nuance. This planned end to the Nuance system occurred in the midst of COVID-19, as incoming callers required much more complex information. Following a short “live answer” campaign, Switchboard worked with People Services to bring on much needed additional operators. The transition back to live answer was a success due to the team’s willingness and ability to adapt to provide better service to LHSC.

The Switchboard team was featured in the [September 2020 issue of The Page](#).



Switchboard Operators Kathryn Beavon (middle) and Brittany Thompson (right) work in Switchboard along with forms designer Jasmine John (left)

Mailroom

Even the Mailroom saw increased demand for service during COVID-19. Mailroom followed the Code Orange plan and assisted by answering the phone at UH front lobby, connecting patients to services, and they increased communication to clerks who were mailing out clinic closure notices. The team supported the users of the mailroom by identifying areas that required more education in mailroom practices.

They also listened to users of the system, working with Finance to correct complex issues with the reporting of cost centers. They collaborated with HMMS to reduce personal packages arriving to the loading dock, and with Western University Library to ensure LHSC staff were able to safely retrieve and return materials to the library.

In addition, internal and external mail usage increased, and parcels for patients saw an uptick. Lab results going out increased and many virtual patient appointments were booked via mail.

Process and delivery of e-cards became a function of the mailroom, while LHSC volunteers were off. These changes involved streamlining practices for tracking mail which will continue after the pandemic.

Linen

Linen supported the preparations at the LHSC Field Hospital, to ensure linen supply was at the ready if and when the hospital became operational.

There was an increased demand for scrubs at LHSC when the pandemic first struck. The Linen team worked closely with London Hospital Linen Services (LHLS) to ensure priority areas were receiving scrubs and supply didn’t wane. An educational poster was developed to provide a visual for staff to help reinforce the proper use of scrubs, and scrub machines. In addition, the team collaborated with Facilities Management, LHLS, Sodexo, PSWs and the user to reduce redundancies, and waste. After an assessment of our cancellation rates, and an examination of quotas by LHLS and Portering, it was determined that we could reduce 88 carts organization wide to improve quotas. At University Hospital, new bed arrivals increased bed linens and the pandemic increased the use of isolation gowns. Linen, IPAC, clinical leaders and LHLS all worked together to meet the demand.

Visual Services

Staff safety was a priority this year, and Visual Services reviewed procedures with Infection Prevention and Control for patient related photography work and ensured safety with PPE and physical distancing. LHSC's Medical Photographer Rena Panchyshyn was also redeployed for special projects with Corporate Communications, and spent some time as a screening officer at the outset of the pandemic.

Medical Device Reprocessing

When COVID-19 first hit LHSC, Medical Device Reprocessing (MDR) was asked to determine the viability of reprocessing N95 masks to address the global supply shortages. After much consideration and research in collaboration with Infection Prevention and Control, Risk Management, Occupational Health, Ontario Health, and other hospitals, it was ultimately determined to be too risky and not viable. Challenges with the logistics of achieving a safe chain of custody (the same staff person receives their own reprocessed N95 mask), along with the challenges of creating reprocessing facilities were cited.

During the initial shutdown, cancelled surgeries allowed for additional opportunities for the MDR team. Staff had the chance to train with up-scaling of skills to ensure capacity in case multiple team members were to get sick. Other MDR staff were redeployed to assist Portering with screening measures.

As surgeries ramped up later in 2020, the team experienced supply shortages for essential materials such as biological chemical indicators, detergents, and blue sterile wraps. MDR collaborated with Healthcare Materials Management System (HMMS) and London Hospital Linen Service (LHLS) to order reusable, microfiber wraps while standard disposable wraps remained on back order. In addition, the team ordered rigid containers in place of wraps, to use for specialty equipment that must be sterilized in vaporized hydrogen peroxide.

Throughout the pandemic's waves of demand, MDR has continued to provide medical device reprocessing services to LHSC, and continued to improve the quality of services through major capital construction projects at both Victoria and University Hospitals.

The MDR team made a concerted effort to boost staff morale during these challenging and stressful times. They made a short video for the #LHSCGratitude campaign in November, and were featured in the Page for a very different [Medical Device Reprocessing Week](#) in October.



MDR Attendants at University Hospital celebrate Medical Device Reprocessing Week, from left to right: Maria Franco, Caleb Patrick, Claudia Portillo, and Edna Borja

Featured Vendor: Sodexo

Sodexo has always been a valued and trusted vendor with LHSC, managing housekeeping at all our facilities. When COVID-19 first struck, cleanliness and disinfection were obviously high priorities, and no longer limited to surgical or patient care areas. Sodexo has used a mix of training, recruitment, redeployment, auditing and technology to keep staff, physicians and patients safe during the pandemic. All new staff are trained and mask fit tested before being scheduled to perform any cleaning.

A new position at Sodexo called “wipers” was created to focus on public traffic areas around the hospital, such as entrance lobbies, corridors, elevators, nurse stations, break spaces, door handles, hand rails, and other high touch surfaces.

Sodexo also created a new auditor position, and cooperated with LHSC’s Infection Prevention and Control (IPAC) team to ensure all cleaning protocols met IPAC standards.

Helping to contain outbreaks at University Hospital, Sodexo implemented stricter COVID-19 measures including full PPE all day, patient curtain changes

after every transfer or discharge, and additional cleaning for patients who were on ventilators.

Sodexo also increased use of a special disinfecting robot in areas such as Emergency Departments, Operating Rooms, droplet contact rooms, staff lounges, oncology and washrooms. The Xenex Robot, which had been in use prior to the pandemic, uses bursts of high intensity, germicidal ultraviolet light to deactivate viruses, bacteria and spores after a room has been cleaned.

More recently, an Avidbot Robotic auto scrubber was provided by Sodexo. This allowed additional corridor cleaning such as dust mopping, sticker removal, and touch point cleaning.

Sodexo is also using more Surewash kiosks to help their staff with hand hygiene. The video and camera system trains staff on hand hygiene and provides real-time feedback on their technique, all within a game-like environment. Sodexo staff even have friendly competitions with each other!

Sodexo was also featured in the [July 2020 issue of The Page](#).



From left to right: The Xenex ultraviolet disinfecting robot, the Avidbot Robot auto scrubber, and the Surewash kiosk



Westminster Psychopathic Hospital opens on the south-east corner of present-day Commissioners and Wellington roads to provide mental health services to World War I veterans. The hospital is owned and operated by the Federal Government. Photo from 1921 of veterans returning to patient wards from a recreation session¹.



The main patient care building at Westminster Hospital in 1970, known today as Zone E⁴.



Victoria Hospital Corporation purchases Westminster Hospital from the Federal Government in 1977 with plans for a major redevelopment. Renamed to Victoria Hospital Westminster Campus. View looking south⁵.



Victoria Hospital in 1990. The expansion also included the hospital's first air ambulance landing pad and the new Power Plant on the south side of Commissions Road. View looking west⁷. In 1995, London Health Sciences Centre is created by a merger with University Hospital.

1920

1970s

1990

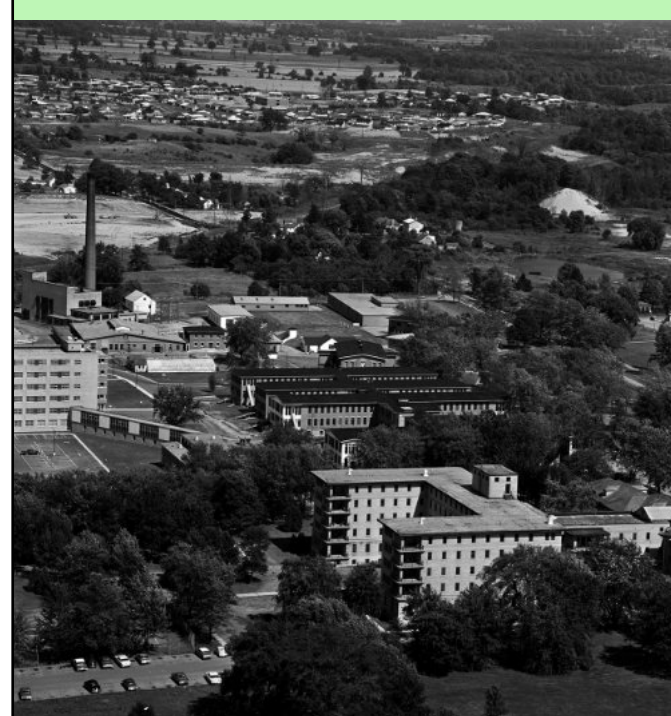
1942

Renamed to Westminster Veteran's Hospital in 1929, the military hospital expands to serve physical needs including surgeries. View looking north-east in 1942; Commissioners Road is on the right².



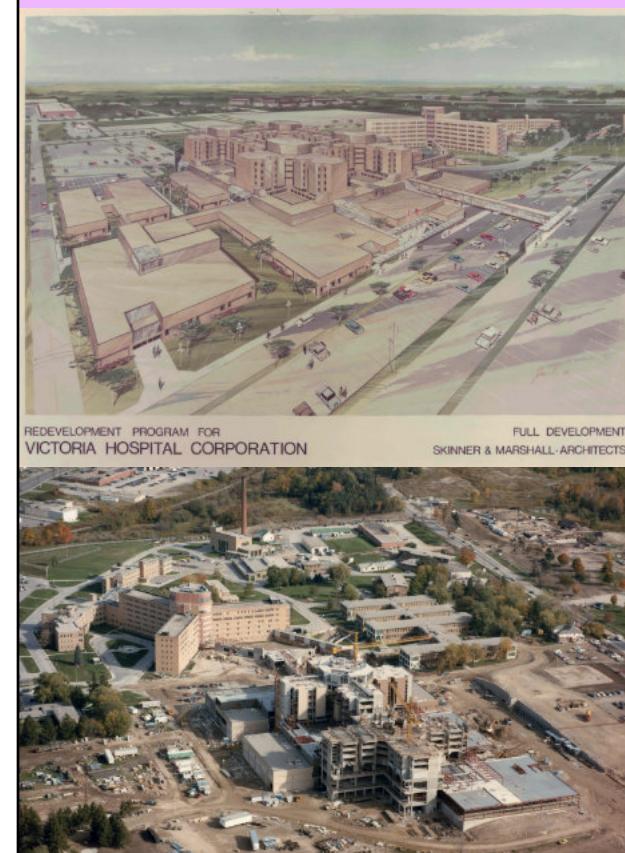
1963

The Federal Department of Veterans Affairs rebuilds Westminster Veteran's Hospital in 1962. View looking east in 1963³.



1980s

Architect's rendering showing four new patient towers in 1982; only two towers were built, known today as Zones C and D. Below: under construction in 1985⁶



2009

The North Tower expansion nearing completion in 2009, known today as Zone B⁸.



Historical Timeline of the Victoria Hospital Campus

With its beginnings in the 1920s as a military hospital, Victoria Hospital has gone through several major redevelopments, expansions, and a few name changes. Many more photos are available on the [Facilities Management website](#), including a multi-page feature in the London Free Press from 1985.

Sources:

- ^{1,2} Ivey Family London Room, London Public Library
- ³ Archives and Special Collections, Western University Library
- ^{4,5,7} London Health Sciences Centre photo archives
- ⁶ Skinner & Marshall Architects
- ⁸ G+G/HDR Architects

Other FMESS Initiatives and Updates

Specialists in FM and Security

New in 2020, Specialist roles were created in the Facilities Management (FM) and Security teams. These new positions were intended to improve customer service by providing go-to personnel for both customers and front-line staff.

The Specialists liaise directly with customers to ensure repairs, maintenance, and security incidents are addressed and followed through, and to elevate issues to coordinators. Specialists also manage staffing schedules for front-line trade workers and security guards. In short, Specialists oversee all the day-to-day activities, while coordinators take on more high-level tasks such as safety plans, risk assessments, special projects, and performance reviews.

In Facilities Management, four Specialists are filling a critical role as a technical liaison between Maintenance, Repair and Operations (MRO) leaders and front-line trades staff. They help to ensure effective MRO engagement in the capital project process, including review of building infrastructure projects, resulting in leaner project management.

The FM Specialists also support the trades staff in their day-to-day operations, resolving issues as they arise, and ensuring inventory of tools and parts. The Specialists review safety policies and procedures, and support external contractors who are completing repairs. They also manage small facility improvement projects to help out FM's Project Team, and act as on-call Coordinators on rotation with FM Coordinators.

Four Security Specialists work in shifts to ensure 24/7 support and real-time follow-up on all security incidents. For after-hours incidents, the Specialists make the decision to inform leaders immediately or wait until the next morning. They also ensure all policies and procedures are followed, and all necessary paperwork related to each incident is completed. These Specialists also manage scheduling for front-line Security Guards, and arrange for Guards to assume alternate Specialist roles when needed.

Chris Askew, Manager of Security, says, "The addition of the Specialist roles last year has made an enormous impact. Customer service has improved, and front-line staff have a go-to person for issues and concerns. The Specialists bring leadership, expertise in their areas, and tremendous support. They are attentive to the details and ensure the success of all our day-to-day operations. Our Coordinators are especially glad to have the extra support."

Waste Management and Sustainability Initiatives

Introduction of Daniels Sharp Smart Containers

Facilities Management (FM) and our biomedical waste vendor Daniels Health led the implementation of new reusable SharpSmart Containers at University Hospital in October. Staff expressed their appreciation for both the increased safety and environmental benefits of the new program. The initiative is expected to divert approximately 68 tonnes of LHSC's single-use plastic waste from landfill annually. FM is currently collaborating with HMMS leadership to evaluate data from the UH roll-out to ensure a seamless introduction of the program at Victoria Hospital later in 2021.

Waste Diversion in 2020/21

LHSC diverted 36.8% of waste from landfill in 2020/21. This marked our highest diversion rate on record, surpassing our previous record by 4.6%. While we saw a reduction in our total waste produced due to COVID-19, we also improved our diversion rate through many new and exciting initiatives.

One of the most successful of these initiatives is the new De-Pack program in Patient Food Services at Victoria Hospital. This program allows for unopened food and beverage items to be recycled along with existing organics in the same bin. Previously these unopened items were sent to landfill.

Stryker Medical Device Reprocessing

The introduction of Green Bins in the University Hospital Operating Rooms for medical device collection has already shown promising results since its implementation in January 2021. Items such as trocars, suture passers and graspers are collected and recycled through this free new initiative in partnership with Daniels Health and Stryker, our medical device reprocessing vendor for special items. Over 100 64-litre bins have already been collected. This initiative is expected to be expanded to Victoria Hospital Operating Rooms in mid to late 2021.

Energy Savings Rebates

Energy conservation projects completed by Facilities Management Power Plant staff in the last year have resulted in \$26,007 in rebates, and will save LHSC \$26,143 each year in energy costs.

Water Booster Pumps Replacement

Domestic cold water is used for sanitation and drinking. At Victoria Hospital, the municipal water supply enters Zone D at Level 1. In order to ensure this water can reach the higher floors, the water pressure must be increased by booster pumps.

The original booster pump systems were nearly 40 years old and used inefficient constant volume pumps and pressure reducing valves. (Think of flooring your gas pedal in your car and pressing your brakes at the same time to reach your desired speed.)

The original pump systems were replaced with new, variable volume pump systems with more efficient motors. These new pump systems dynamically change the pressure based on current demand, reducing energy consumption by 76% and extending the life of the pumps.



Left: The original, 40-year old pumps. Right: the new pumps

Greenhouse Gas Road Map and Action Plan

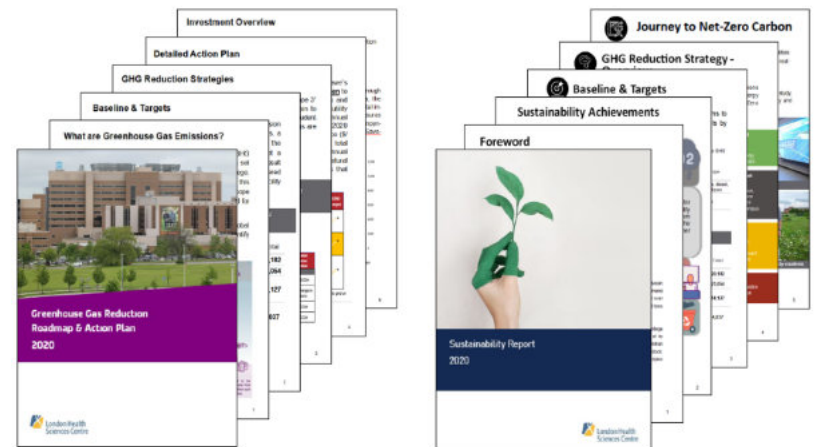
Last year, Facilities Management contracted the services of Blackstone Energy to create a Greenhouse Gas Road Map and Action Plan (GGRAP) with the following goals:

- Create a plan to reach emissions reduction targets
- Identify, quantify and forecast greenhouse gas (GHG) emissions by source
- Present ways to bundle, finance and implement projects
- Provide LHSC with the information needed to be ready for grants and incentives as they become available

This GGRAP is nearing completion, and will deliver:

1. A Carbon Reduction Road Map (Comprehensive report with project plans and timelines)
2. Greenhouse Gas Inventory and Target Tool (Dynamic, interactive data analytics tool to be used to forecast and monitor progress towards energy and emissions reduction targets)
3. Environmental Sustainability Report

The Road Map will assist London Health Sciences Centre with planning the next phase of energy conservation and management measures, allowing LHSC to contribute to Canada's carbon emissions goals for 2030 and onward.



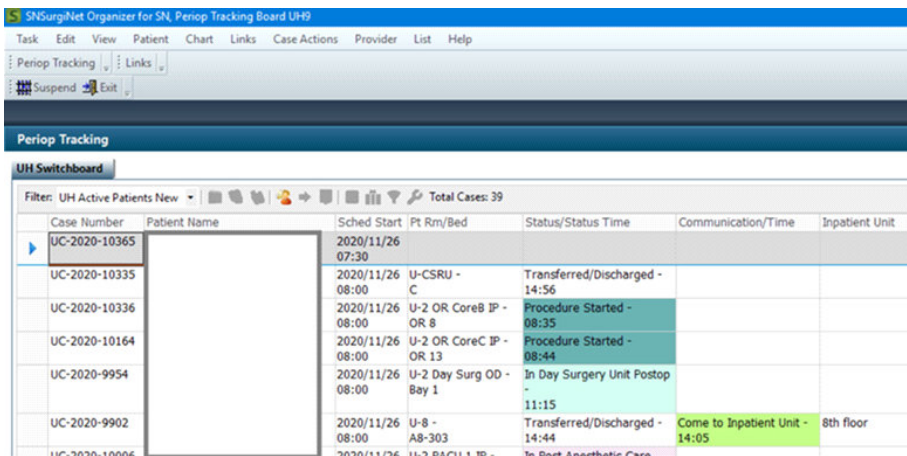
Portering Dispatch Operational Improvements

The Portering Dispatch team improved many areas of their work in collaboration with others. Dispatch provided streamlined communication to the Porters under difficult circumstances. Other highlights included:

- Installation of a new server to reduce downtimes in collaboration with Information Technology Services (ITS)
- Collaborated with Pager Management and ITS to increase reliability of IP phones
- Improved teamwork and communication by shadowing Porters on their shifts
- Developed staff awareness campaigns to improve patient readiness and elevator use

Switchboard able to better serve patients' families

Switchboard worked with clinical teams, Surgery, and Information Technology Services (ITS) to have detailed OneChart data made available to Switchboard Operators. This has allowed operators to better answer callers' questions about their family members or friends undergoing procedures, including when a procedure started, if the patient is currently in the OR, in recovery, or back in their room. The added functionality was developed to complement the smartphone app created by ITS for family and friends, or for any person unable to use the app. Switchboard Operators currently have access to data on all surgeries at University Hospital, with plans to expand the service to Victoria Hospital surgeries.



Case Number	Patient Name	Sched Start	Pt Rm/Bed	Status/Status Time	Communication/Time	Inpatient Unit
UC-2020-10365		2020/11/26 07:30				
UC-2020-10335		2020/11/26 08:00	U-CSRU - C	Transferred/Discharged - 14:56		
UC-2020-10336		2020/11/26 08:00	U-2 OR CoreB IP - OR 8	Procedure Started - 08:35		
UC-2020-10164		2020/11/26 08:00	U-2 OR CoreC IP - OR 13	Procedure Started - 08:44		
UC-2020-9954		2020/11/26 08:00	U-2 Day Surg OD - Bay 1	In Day Surgery Unit Postop - 11:15		
UC-2020-9902		2020/11/26 08:00	U-8 - A8-303	Transferred/Discharged - 14:44	Come to Inpatient Unit - 14:05	8th floor
UC-2020-10006		2020/11/26	U-2 PA/11 IP -	In Post Anesthetic Care		

Switchboard operator view of surgeries at UH in OneChart

The new position of Switchboard Advisor was awarded to former Switchboard Operator Brittany Thompson this year. Brittany took the lead on training for new hires and oversaw the decommissioning of the Nuance Voice Recognition system.

The Switchboard team also contributed to efforts with city-wide Network Telecom Service upgrades to minimize downtimes and ensure smooth upgrades at LHSC for Core Equipment, Network Switches, and an upcoming BEEP 2.0 upgrade.

An audit of Pager usage at LHSC resulted in identifying unused or lost pagers to be returned or removed from the system. The Switchboard team also educated individual departments that they have the option to discontinue renting pagers and instead use their personally owned devices with the newer BEEP system.

Switchboard also enhanced their privacy training in collaboration with LHSC's Privacy Office, and helped new operators quickly understand the role that they play with regard to privacy for patients and staff at LHSC.

Continuous Improvements in Forms Management

Continuous improvement has been the primary focus of Forms Management this year. Working alongside Finance, HMMS, and our vendor, DATA Communications, billing processes were reviewed for Inventory Forms. It was determined that Forms should migrate from a "Billing as Release" system to an "Invoice on Entry" system, meaning that departments are billed for their forms as they place orders instead of when inventory ships. This has reduced redundancy and stock overages, ultimately saving money for the organization.

Forms Designer Jasmine John was instrumental in completing a number of projects including booklets, wellness cards, posters, labels, departmental envelopes, and digitally fillable forms. An audit was also done of all historical paper forms used at LHSC, some of which date back over 30 years. This was a challenging project that resulted in all forms being thoroughly reviewed and reorganized into over 100 boxes, and stored off-site for any future use or reference.

Patient Food Services gets a new cart fridge

In the midst of the Pandemic, Patient Food Services at Victoria Hospital went through an extensive capital renovation for a new cart fridge. Behind the scenes, the staff adjusted to new workflows and relocated equipment to accommodate space for the renovation. Zero adverse events occurred in relation to the renovation changes as a result of the planning and diligence of all staff.

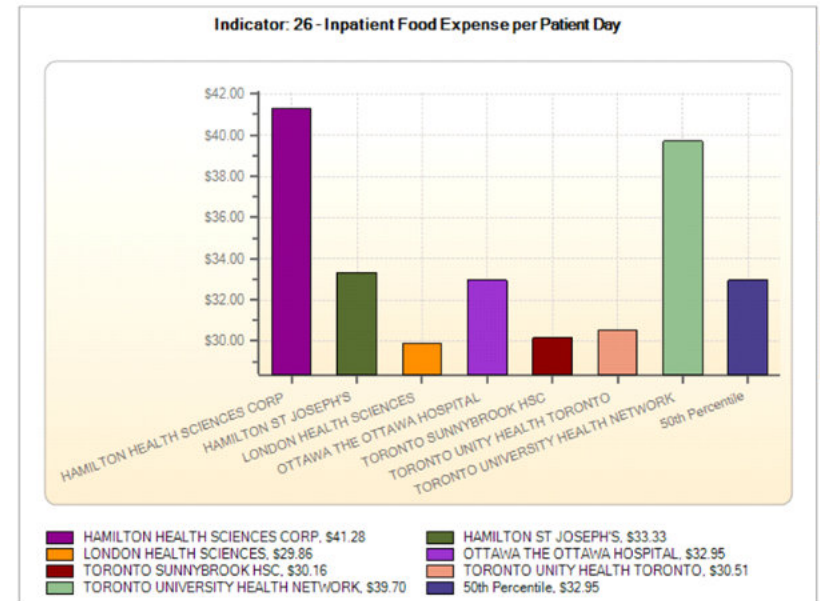


Patient Food Services staff celebrate the completion of their new cart fridge

Food Services also worked with Facilities Management's Waste Management team and clinical units to reduce single-use plastics on patient food trays. By making certain plastic items optional, the team expects to be able to divert the following from going to landfill in 2021:



Total average meal cost per inpatient day is \$29.86 at LHSC for the 2019/20 year-end (prior to pandemic impact). LHSC has one of the lowest costs when compared to other similar facilities in Ontario. This is an impressive accomplishment for a department who faces daily challenges of cost pressures, volume fluctuations and complex dietary requirements.



With all of the challenges and changes the staff faced this past year, our patients had no indication of the activity happening in the background necessary to deliver meals to our patients. For a lot of our patients, meal time is what they look forward to, contributing to their patient experience and their healing journey. The dedication and resilience of our team ensured that we delivered for our patients - with no service delays and an unwavering commitment to providing delicious, nutritious, safe food. The Patient Food Services team was featured in the Gratitude Campaign in November.

FMESS Retirees

Congratulations to all FMESS retirees and we thank you for your years of dedicated service!

Melva Agostinelli, Dietary Worker

Anne Bailey, MDR Attendant

Sandra Lynn Campbell, MDR Attendant

Dorothy Drake, Environmental Service Worker

Barbara Fuller, Dietary Worker

Kim Hartleib, Switchboard Operator

Jamie Heibein, Dietary Worker

Ron Johnston, Porter

Nicole Kellogg, Signage Maker

Adriel Alberto Machado, Dietary Worker

Cathy Mallett, Dietary Worker

Susan Arlene Maslak, MDR Attendant

James Albert McCulloch, Refrig/AC Mechanic

Jesse M Mota, Storeskeeper/Receiver

Hector Fabio Rojas, MDR Attendant

Jean Saunders, Dietary Worker

Janice Lynne Silver, Mail Messenger

Terry Simmons, Environmental Service Worker

Helen Irene Swift, Switchboard Operator

Cathy Lisa Trocchi, Reg Respiratory Therapist

Horace Raymond Wheeler, MDR Attendant

Jim Youngblut, Porter

Rosalba Zapata Rua, MDR Attendant



Historical Capital Project Index

2014 - 2017

Milestone 2 Phase 2
54 Riverview Renovations
UH Auditoriums
VH Flex Space
VH ICES Renovations
South Street Hospital Decommissioning Phase A
UH Emergency Department Transformation
UH Fluoroscopy Room
UH Movement Disorder Lab
UH Pharmacy Wall / Inpatient Pharmacy
VH Absorption Chillers Phase 1
VH Birthing Suites Renovation
VH Emergency Department Transformation
VH High Voltage Distribution Upgrade
VH Mental Health Short Stay Annex
VH Ministry of Labour Upgrades Phase 1
VH Parking Garage Safety Screens
VH Victoria Gift Shop Renovations
VH Parking Garage LED Lighting Upgrades
UH Installation of X-Ray Unit
UH Parking Garage Safety Screens
VH Women's and Children's Simulation Centre
UH Inpatient Washroom Upgrades
UH Window Replacements (Year 1)

2018

UH and VH MDR Equipment Washers
UH and VH Core Labs
UH Fluoroscopy
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 Absorption Chillers Phase 2
VH Healthcare Research Studio
VH Food Services Dishwasher Room

2019

UH Pharmacy Clean Room
VH Breast Milk Freezer Replacement
VH Backup Water Main
VH North Tower Roof Replacement
VH Medication Rooms
VH Diagnostic Imaging Upgrade Phase 1a
UH Exterior Cladding
UH Pharmacy Upgrades



2020

South Street Hospital Demolition & Decommissioning
UH Cardiac Hybrid Operating Room
Surgi-Centre at 746 Baseline Road
LHSC Field Hospital
Indigenous Centre
Coronavirus Testing Lab
UH Pharmacy Narcotic Vault
VH Diagnostic Imaging Upgrade Phase 1

2021

UH Window Replacements (Year 5 of 5)
CCTC Roof Replacement
VH Food Services Cart Fridge Replacement

Facilities Management, Environmental and Support Services

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London Health Sciences Centre