



Facilities Management, Environmental and Support Services  
Year in Review 2016-17



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## Introduction

In June 2016, the Facilities Management portfolio was expanded to include several Support Services departments, including Environmental Service Workers (i.e. cleaning staff), Customer Support, Security, Portering, Parking, and Medical Device Processing. The new Facilities Management, Environmental and Support Services (FMESS) portfolio now includes almost 1,000 staff members, including LHSC staff, union members and contracted staff. We continue to use Business Intelligence metrics and analytics to bring the same quality service to all departments in the portfolio.

In the Facilities Management (FM) department, we've seen the further development of initiatives started in 2014-15 and 2015-16. Our Engineering team has been restructured with new leadership and more accountable management. We've introduced many Business Intelligence metrics to increase efficiency and significantly lower costs.

We've made enormous strides with many infrastructure improvements this year. In last year's report, we highlighted the summer storms that wreaked havoc on our building envelopes, causing floods and power outages at both campuses. This year, after many roof replacements and window replacements, we had no issues following a severe rain and wind storm in early 2017. Investments in infrastructure are starting to pay off.

We're also very close to the final stages of the city-wide restructuring that began over 20 years ago. South Street Hospital will enter its Phase B Demolition later this year.

As with the last few years, we continue to implement cost-savings measures that most importantly, don't compromise customer service, safety, or experience for our patients, staff and visitors. Hospital budgets continue to be crunched across Ontario, and we're always looking at better ways to deliver service.

## Letter from the Vice-President

This year has again been one of changes and surprises. The biggest surprise for me was the expansion of my portfolio to include Environmental and Support Services last summer. I welcomed the new opportunity with eagerness but also a bit of trepidation. I knew that there was going to be a learning curve for myself, to understand how the support services at LHSC operate. But I also recognized that there's a great opportunity to improve methods, align leadership, and deliver better customer service.

I spent time with each of the support service managers and coordinators to better understand the work they do. Together we identified challenges and opportunities for each area. I'm looking forward to making strategic improvements in these areas that focus on service delivery and satisfied staff. As a leader, my door is always open for anyone in my departments to see me about any issue they're having.

I'm proud of the team we've built at Facilities Management, where leaders take an active role in the day-to-day operations. My overall objective with the Environmental and Support Services areas is to align leadership and optimize operations. Communication, accountability and transparency are key elements of making our department the most successful it can be.

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

*The leadership team, from L to R: Phil Hunt, Derek Lall, Dipesh Patel, and Sab Sferrazza*



## Restructuring Engineering Services

Over the last few years, Facilities Management (FM) has been making strides to bring accountability, transparency and a higher standard of customer service to the department. The greatest challenges were in Engineering Services, which include the management of our trades such as carpenters, electricians, and plumbers.

In early 2016, FM changed our vendor for our Maintenance Repair and Operation chain

(MRO) from Guillevin International to Healthcare Materials Management Services (HMMS).

With HMMS, we've introduced greater data metrics to better manage inventory and track purchases to project numbers.

FM also worked with Internal Audit to examine the management structure in Engineering Services. We introduced Performance Metrics to better evaluate workers and assess overall

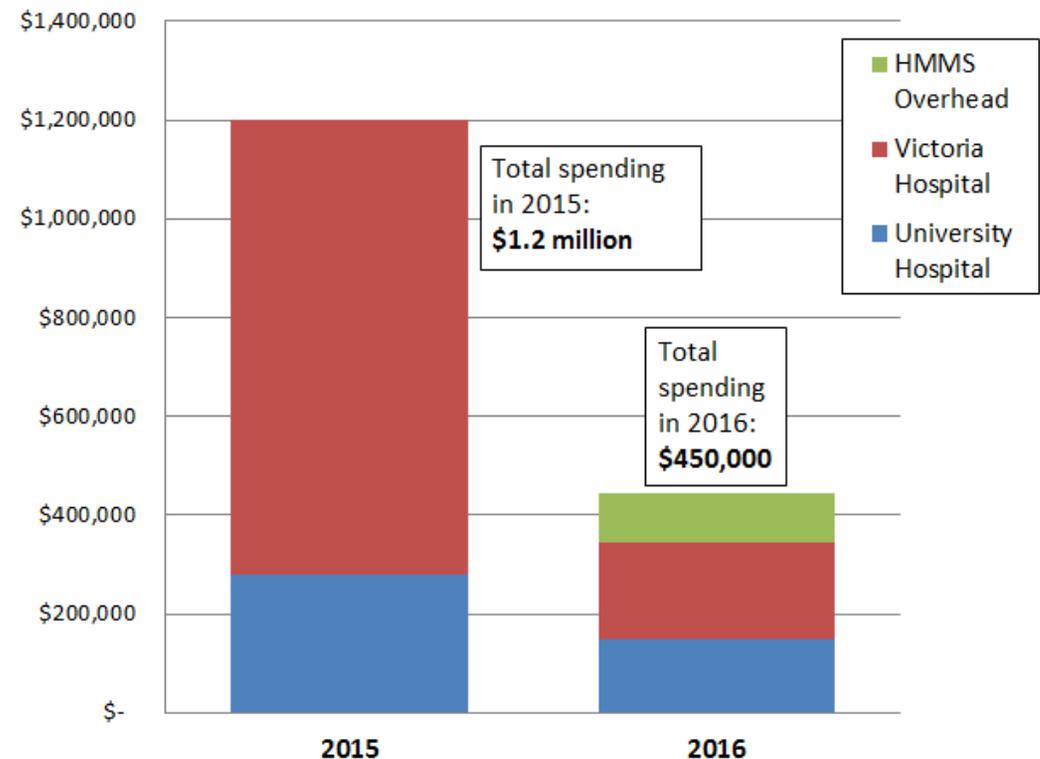
productivity.

In the restructured version of Engineering Services, we've seen a significant culture shift. New leadership, a new vendor and a right-sized workforce have drastically reduced costs, as evidenced by our comparison of materials purchasing from 2015 to 2016 (below).



Transaction taking place in the new HMMS Store

### Materials Spending 2015 vs 2016



Comparison of material expenditures from 2015 to 2016



## Power Plant Review and New Management

In November 2016, Robert (Bob) McLean was brought on board as LHSC's new Power Plant Manager. Bob is a First Class Operating Engineer with over 30 years' experience in the operation, maintenance, and optimization of power plants. Bob has expertise with the continuous improvement of equipment reliability and overall plant energy efficiency.

Since arriving at LHSC, Bob has assessed the state of the Power Plant in terms of human resources, the plant's preventative maintenance plan and its safety and operating standards. Recommendations for improvements include:

- The building of a strategic Power Plant Team, including a new position for Maintenance Engineer, to streamline duties between the various positions.
- Introducing Predictive Maintenance technology into our Preventative Maintenance Plan, where tools such as vibration analysis, thermal imaging, and laser alignment will better predict the likelihood of future failure in a machine.
- New safety plan and communications plan

## Procurement

Over the last few years, Facilities Management has seen a new, streamlined leadership and management structure and with that, taken on a new approach to following proper procurement guidelines. All tenders for construction or services now follow the Broader Public Sector Procurement (BSP) Directive and all Healthcare Materials Management System (HMMS) procurement policies. We've had enormous support and assistance from HMMS staff and made great strides in achieving full compliance. We've gone from being the department with the least compliance to 100% compliance in the last few years.

We've also consolidated all procurements in all Facilities Management and Support Services departments through a single HMMS Sourcing Specialist, Ryan Davies. Ryan has been a strong support for the FMESS team.

### Furniture Contracts

For LHSC and our partners, there are two new HMMS furniture contracts, with ergoCentric and Facility Resources. After our previous contract expired, we took the opportunity to get competitive pricing and a fair contract. Improvements in the new contracts include:

- Better options for furniture, including more colours, improved ergonomics, and higher durability
- We have developed a PDF catalogue with each vendor, available for download on the Facilities Management intranet site.
- We have improved some processes and customer service language making it faster for staff to get quotes for new furniture.
- Fire code, infection control, housekeeping and other issues have been taken into account.

### Elevator Maintenance Contracts

Previously, we had four different contractors and up to 15 different contracts for maintaining and repairing our 75 elevators between Victoria

and University Hospitals. This led us to a variety of work scopes, service levels, and response times to repairs.

Enter F. Shaw Management and Consulting Inc., who has been commissioned to re-negotiate, consolidate, and improve our multitude of contracts. Working collaboratively, we are moving towards better hourly rates, an expanded scope of work including 24/7 call-backs for break-downs, regular fire alarm testing, safety testing, staff meetings, and more timely turn-arounds for repairs.

By 2019, as existing contracts expire, we plan to issue an RFP for a single-source model, to further reduce our costs and improve service.



## Sodexo contract extension

In 2004, LHSC entered into a contract with Sodexo for cleaning services at South Street Hospital. Currently, roughly half of LHSC's cleaning staff is part of the Sodexo team. We have a dual business model; employing our own Environmental Support Workers (ESWs) and partnering with Sodexo.

On April 1, 2016, Sodexo took over the management of LHSC cleaning staff. This year, we renewed Sodexo's contract and moved to a single source model for cleaning. Over the next several years, workers at LHSC will be replaced by Sodexo employees, through retirement or attrition. We estimate the more efficient single source model will yield savings of \$3.3 million in the next seven years (approximately 4% of LHSC's cleaning budget).

LHSC has invested significant time and energy in building corporate and personal relations with Sodexo, who have likewise invested significant time and resources building key relationships with our clinical and non-clinical staff. Our relationship with Sodexo is excellent at all levels, and we are proud to have them part of the LHSC team.



## Cost Savings Measures

### Westminster Counties Land Divestment

LHSC had determined that the Western Counties land and its four pavilions were not needed for future expansions of Victoria Hospital. For several years, a few non-health care related tenants occupied the buildings. We were burdened with rising costs to infrastructure repairs and operations to the tune of \$100,000 each year, far more than the rent we were collecting.

In 2015, FM initiated a divestment venture to try and find a suitable steward to take ownership of the land and the pavilions. The pavilions have a significant history as the Western Counties Health and Occupational Centre, housing and rehabilitating injured war veterans in the 1940s. In the 1950s and 1960s, the facility provided domiciliary care for aging veterans from both World Wars. The City of London has deemed the surrounding land an Environmentally Sensitive Area. It was incumbent upon LHSC to find a divestment agency that understood and was sensitive to the heritage and environmental aspects of the site.

With extensive consultations with consultants, the City, the Upper Thames River Conservation Authority, our existing tenants and other advisory teams, we arrived at a divestment agreement with Talbot Thames Land Trust and Re-Forest London in 2016. These non-profit agencies will assume responsibility for the continued future of this heritage asset.

In the last several months, LHSC has made many improvements to the site infrastructure, including protecting the Wellington Pavilion from further water damage, clearing asbestos from some water and heating lines, and decommissioning the old sanitary pump with stand-alone pumps in two of the buildings. It is our responsibility to ensure all asbestos is removed before divestment can take place.

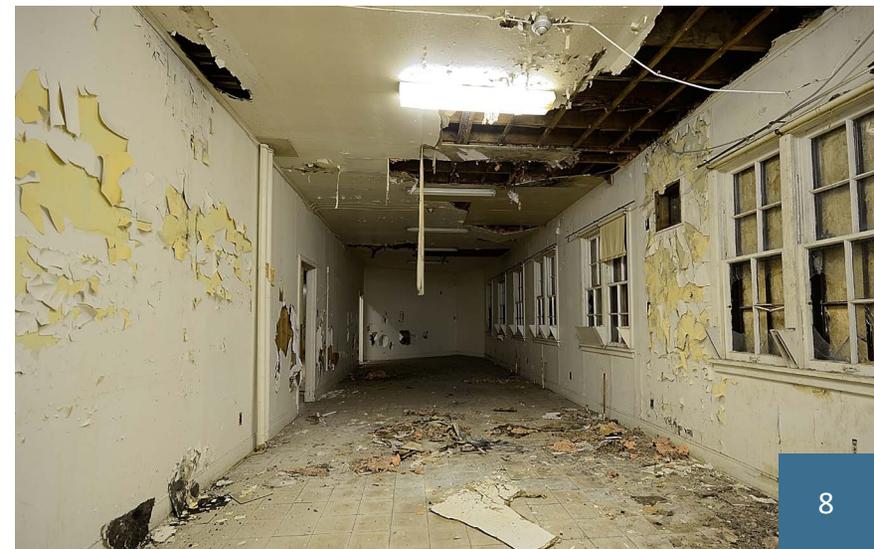
The land transfer to the divestment agencies is expected to take place by July 1, 2017. LHSC will then be relieved of the \$100,000 annual cost to maintain and operate these buildings. This has been a transparent process which engaged many stakeholders with concerns about heritage, sustainability, and community.



*Bruce Pavilion and Huron Pavilion*



*Wellington Pavilion, and inside Wellington Pavilion (below)*



## Lands Lease Initiative

In 2016, Facilities Management commissioned a Highest and Best Use Study and Market Sounding for the LHSC-owned lands on the south side of Commissioners Road. The study recommended a land lease arrangement where LHSC would lease parcels of the land to a number of developers and other organizations. We made the vision for the lands clear; any development must meet LHSC's strategic direction for developing community-based health care services. Existing services in London and other Ontario hospitals were considered as case studies.

To this end, various development partners were hypothetically considered, including assisted living, research, and specialty residential as well as high-density residential and other retail partners such as a hotel, offices, and a gym.

In 2017, FM will proceed with a Request for Proposals to find development partners and proposed business plans. A master plan would follow, with determined infrastructure improvements on the site provided by LHSC. This would follow with lease agreements and turning over development and construction to the lessee companies. This is a very long-term vision, as it will be several years before anything on the site materializes.



## 746 Baseline Road Purchase

LHSC recently purchased the medical office building at 746 Baseline Road. The building is directly across from Victoria Hospital, and contains about 50,000 square feet of office space and parking for over 200 cars. LHSC has been a long-standing tenant in the building, with office space for administrative and support service departments.

FM conducted studies to assess the building's physical condition and financial state. We determined that the cost of mortgage payments and operating the building is significantly less than the rent we are currently paying.

As demands for space continue to increase at LHSC, the additional square footage will give us flexible options in finding space for our staff at a lower cost than on-campus space. The building's good condition and proximity to Victoria Hospital make 746 Baseline Road a valuable asset to the LHSC building portfolio.

## Electricity Peak Reduction Exercises

For the summers in 2015 and 2016, Facilities Management engaged in Electricity Peak Reduction Exercises at Victoria Hospital, where we shut down air handling units in unoccupied areas between 4 PM and 8 PM on Ontario's highest electrical demand days. By reducing our peak usage, our Global Adjustment fees were reduced for the following year. In 2015, LHSC was able to become a Class A customer with London Hydro. Peak reductions made in 2016 will save us approximately \$500,000 in hydro costs in the 2017/18 year.

The Peak Reduction exercises are a temporary measure designed to reduce our costs as our chilling infrastructure continues to improve. Over the last two years, we've made improvements with new and refurbished steam absorption chillers. These improvements allow us to use more excess steam from the power plant for chilling, instead of using more expensive electrical chillers.

In 2016, we shut down fewer air handling units than in 2015, based on feedback from users and the fact that the new absorption chillers were operational. As we move into the 2017 warm season, we have new cooling towers helping to make the entire system more efficient. In the long term, we would like to eliminate the peak reduction exercise, so we can provide efficient, comfortable cooling for everyone at LHSC.



*The medical office building at 746 Baseline Road*

As LHSC continues to reduce our electricity consumption, rising hydro prices in Ontario leave us actually paying more. Between 2010 and 2016, our hydro costs increased by 30%. We're not alone, as hospitals across Ontario are experiencing the same effects. Suffice to say, the reductions we've made have helped, but we're still paddling upstream against the current of rising prices.

## Infrastructure Improvements

Aging infrastructure has been a long-standing issue at London Health Sciences Centre (LHSC), as well as other institutions and municipalities across Ontario and Canada. At hospitals, patient care needs and improvements take top priority, and rightly so. However, the physical infrastructure that patients, staff, and visitors depend on is the life blood of the hospital itself. At LHSC, we've had a few "close calls" where a sudden infrastructure failure almost resulted in the evacuation of University Hospital. We've also experienced small fires, flooding and damage to medical equipment as a result of infrastructure failures.

A failed steel nipple connector component of our water treatment system resulted in a flood and shutdown of the West Chiller Plant at Victoria Hospital on May 28, 2016. The West Chiller Plant serves cooling to the London Regional Cancer Program and the Victoria Research Laboratory. Fortunately, quick reactions from our Building Engineer, on call Coordinator, and various contractors, meant a Code Grey was avoided. The chillers were restarted about 90 minutes later, and full cooling was restored an hour later.

On June 27, 2016, a Code Red was issued for an elevator failure at University Hospital. A motor had failed and leaked hydraulic oil, which resulted in smoke in the elevator control room and corridor. A small fire was quickly extinguished by Security staff. This incident resulted in the shutdown of these elevators which service Medical Device Reprocessing and the UH Operating Rooms. This was not a welcome disruption, as surgical instruments had to be diverted to other elevators until repairs were completed on July 6.

Even as we continue to see these infrastructure failures, many improvement projects have been undertaken and will continue for the foreseeable future. We've received additional funding from the Province's Health Infrastructure Renewal Fund and our own Capital Planning Committee has been instrumental in finding funding for these initiatives.

These infrastructure improvements won't see any ribbon-cutting ceremonies, but they all contribute to a better patient experience and staff experience with fewer disruptions to services and increased reliability and safety for all. Many improvements also help reduce our carbon footprint.



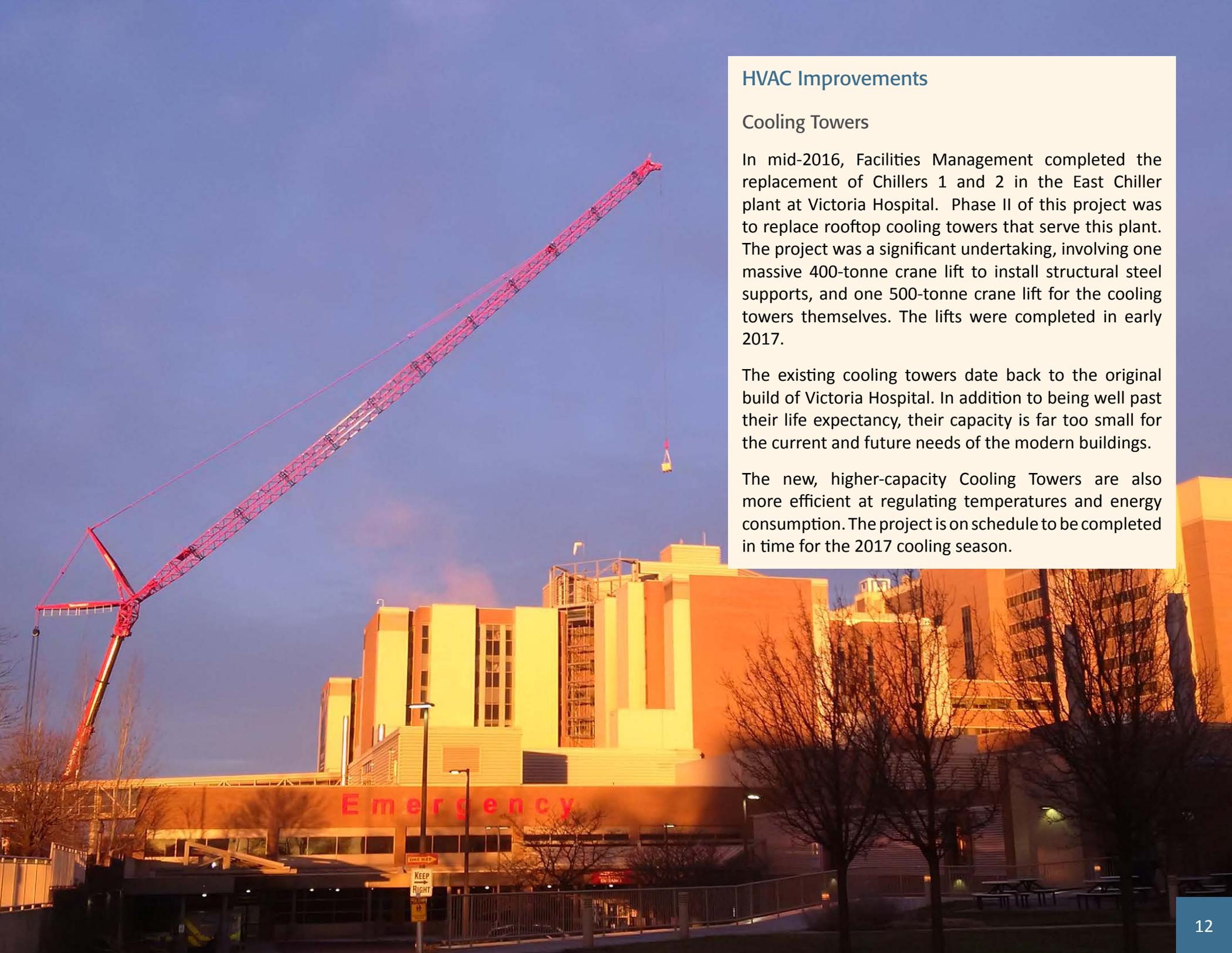
*Flooding in the corridor of the LRCP on May 28, 2016*



*Flooding in the West Chiller Plant at Victoria Hospital on May 28, 2016*



*Failed steel nipple connector*



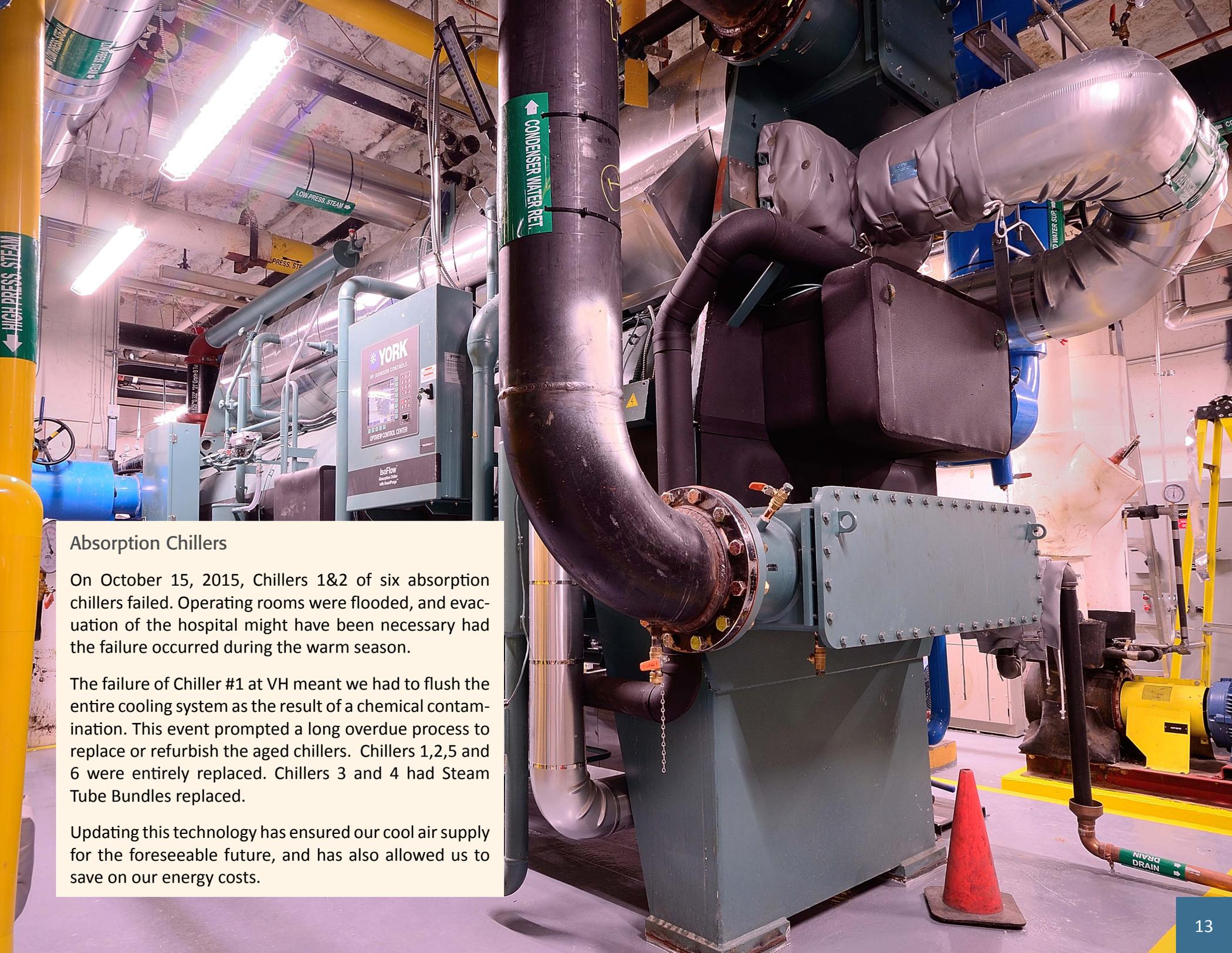
## HVAC Improvements

### Cooling Towers

In mid-2016, Facilities Management completed the replacement of Chillers 1 and 2 in the East Chiller plant at Victoria Hospital. Phase II of this project was to replace rooftop cooling towers that serve this plant. The project was a significant undertaking, involving one massive 400-tonne crane lift to install structural steel supports, and one 500-tonne crane lift for the cooling towers themselves. The lifts were completed in early 2017.

The existing cooling towers date back to the original build of Victoria Hospital. In addition to being well past their life expectancy, their capacity is far too small for the current and future needs of the modern buildings.

The new, higher-capacity Cooling Towers are also more efficient at regulating temperatures and energy consumption. The project is on schedule to be completed in time for the 2017 cooling season.



## Absorption Chillers

On October 15, 2015, Chillers 1&2 of six absorption chillers failed. Operating rooms were flooded, and evacuation of the hospital might have been necessary had the failure occurred during the warm season.

The failure of Chiller #1 at VH meant we had to flush the entire cooling system as the result of a chemical contamination. This event prompted a long overdue process to replace or refurbish the aged chillers. Chillers 1,2,5 and 6 were entirely replaced. Chillers 3 and 4 had Steam Tube Bundles replaced.

Updating this technology has ensured our cool air supply for the foreseeable future, and has also allowed us to save on our energy costs.

## Chilled Water Initiative

The new and refurbished chillers and cooling towers projects have prompted a re-examination of VH's entire cooling infrastructure.

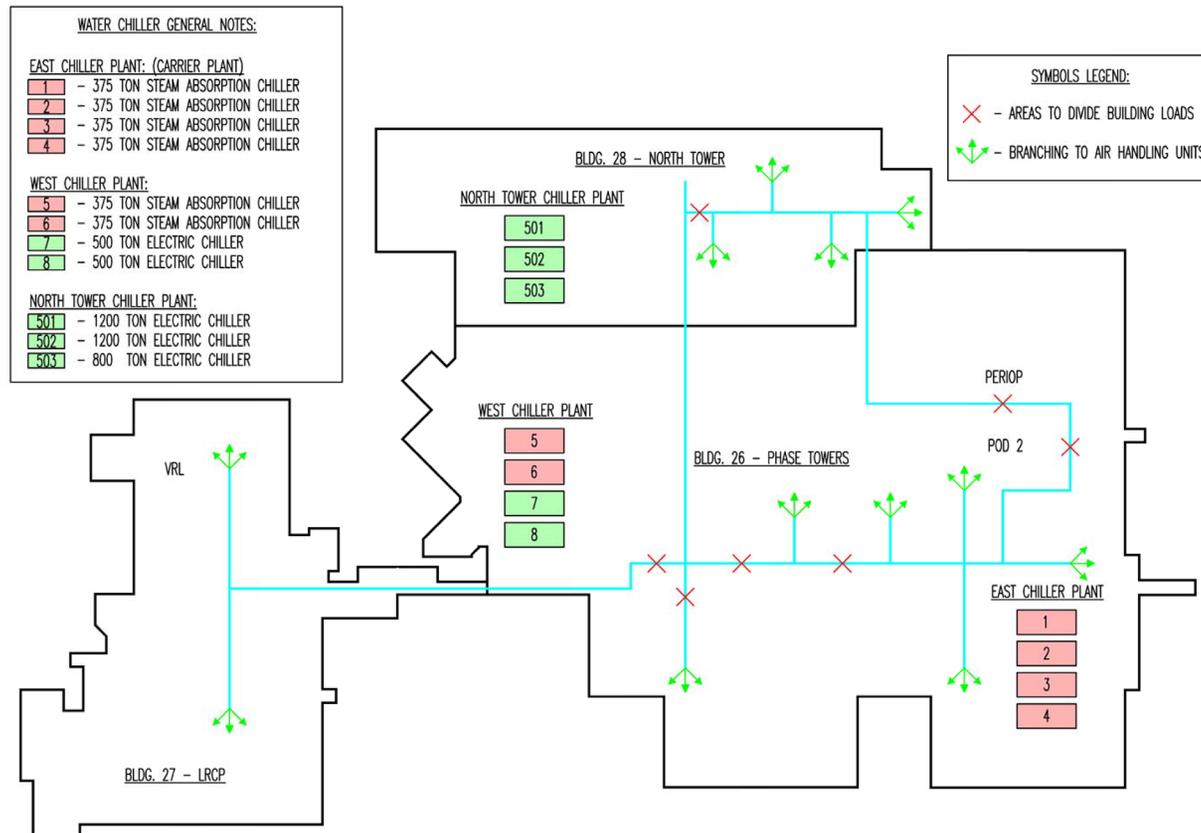
LHSC uses both Steam Absorption Chillers and Electric Chillers. Powering the steam-based chillers uses natural gas, at a lower cost than powering electric chillers. With the introduction of new and refurbished Steam Absorption Chillers, more of our chilling capacity can be used up with the less expensive option. London Hydro is also offering a rebate based on the reduction in electricity consumption.

Monitored by the third-party body CLEAResult, we began data collection in September and October 2016; additional monitoring in 2017 will give us a better idea of our rebate amount.

In the summer of 2017, Facilities Management staff plan to conduct a trial run of opening up the system-wide chilled water loop. Currently, chilled water is circulated separately in three areas of the VH campus. By opening up various valves, we are able to unify the system into a single loop for greater efficiency.

The introduction of cap and trade legislation will further complicate operations. At times, it will be cheaper for us to purchase electricity than to generate it. The open loop system gives us the flexibility to use the chillers that are more economical on any given day.

We're fortunate to have FM Coordinator Dan Neaves who understands the complex systems and the ways to improve efficiencies in them. He never loses his cool, either.



*The chilled water loop at Victoria Hospital is flexible and efficient.*

## Electrical Power Improvements

### High Voltage Distribution

The High Voltage Distribution infrastructure at Victoria Hospital dates back to the original building construction in 1970, and many components of the system have never been upgraded. High Voltage Feeder Cables and Emergency Generators are well past their expected lifespans, and currently fail to meet current requirements for safety, capacity, reliability and other legal regulations.

Newer systems with digital monitoring will allow FM staff to gather important data on usage and performance and make informed decisions to improve efficiency and reliability.

### Feeder Cables

As a critical component of our electrical power, feeder cables supply power from their sources and distribute it to sub-stations on campus. A cable failure at University Hospital in June 2014 brought the risk of aged cables to the forefront. Critical clinical areas such as Emergency, DI, Operating Rooms, ICU, Renal Dialysis and Clinical Laboratories were all affected by this event.

At Victoria Hospital, the campus is served by a loop system with two complete sets of cables. Currently, a two-year project to replace many high voltage cables over 30 years old, and some lower voltage cables, is underway. The project includes the replacement of approximately 1.5 kilometers of cables running from the VH Power Plant to Building 26.

As cables are replaced, power shutdowns are necessary. This means a series of brief, 10-second interruptions as connections from old cables to new cables are made. Engineering staff at FM have recently implemented a closed transition switching, which has resulted in significantly fewer power disruptions. All work is being completed outside normal clinical hours to minimize the impact of any unforeseen issues.



*Project Coordinator Dan Neaves with the new high voltage feeder cables*

## Emergency Generators

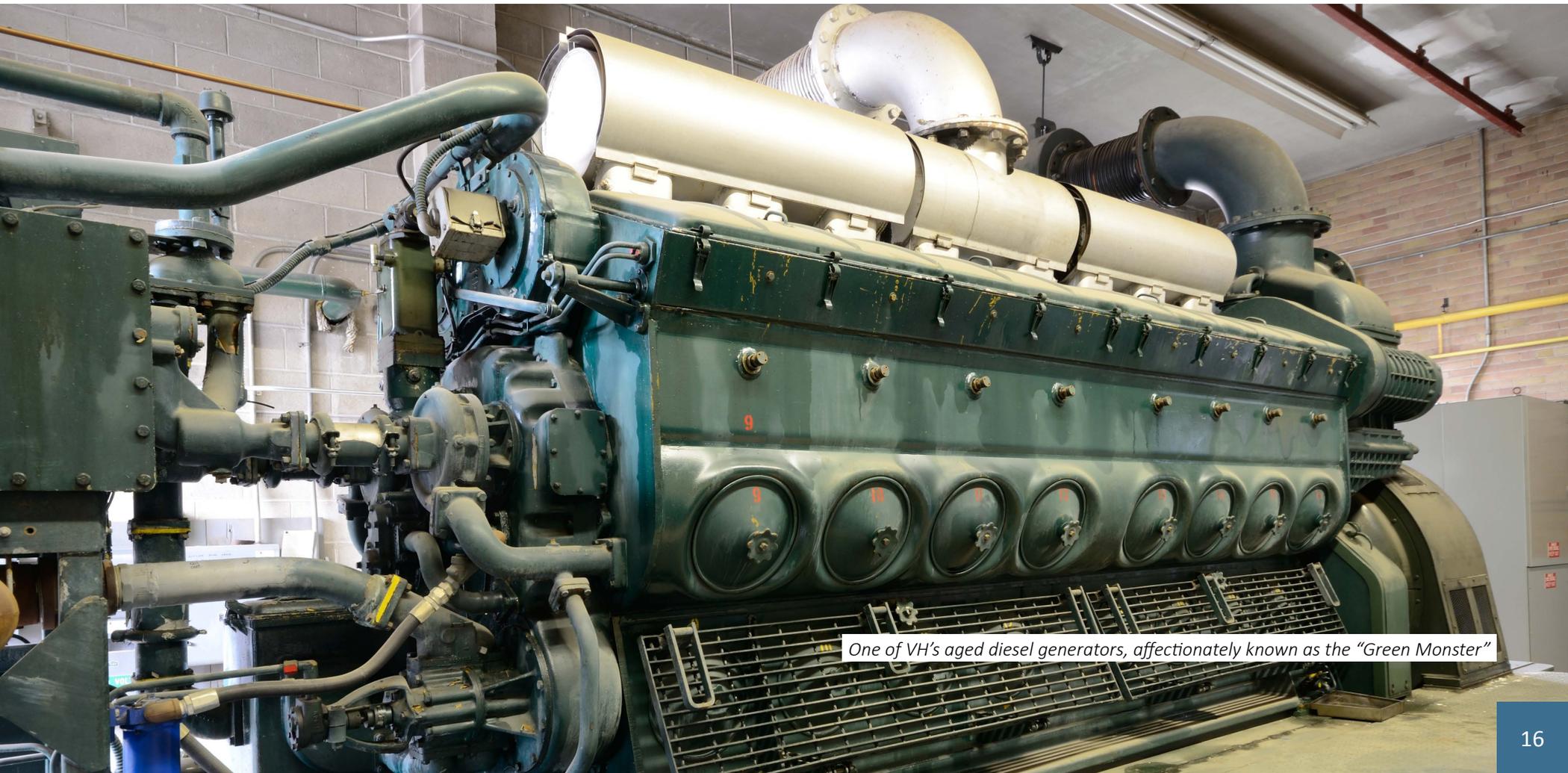
Emergency Generators at Victoria Hospital date back to the original building construction in 1970. A long-term plan has been developed to replace the aged equipment in three construction phases over a number of years. Since 1970, demand for power has dramatically increased. At present, our generators can restore approximately 30% of the needed power in the case of an extended disruption. In addition to being far below code require-

ments, this is inadequate to sustain operations in the event of a serious power outage.

At present, Facilities Management is working to improve PLC's (programmable logic controllers) on our current generators. These dynamic controls fire up all generators to their proper voltage, and assigns the first generator to restore power to the hospital in a timelier manner. With our current controllers, we would have to wait until the first generator

in sequence was powered up, even if others were ready before it. Other upgrades include a new load bank which will allow testing of all our generators, where previously we could only test one.

The first phase of the long-term plan includes two new generators, increasing our backup power capacity by about 30%. Additional phases will eventually bring our total capacity to 100% of the hospital's demand.



*One of VH's aged diesel generators, affectionately known as the "Green Monster"*



## Parking Garage LED upgrades

Until recently, our parking garages were lit with high-pressure sodium lights. These lights are inefficient and very expensive to maintain or replace. Facilities Management is undergoing a project to upgrade all lights in our parking garages to efficient, inexpensive LED lighting.

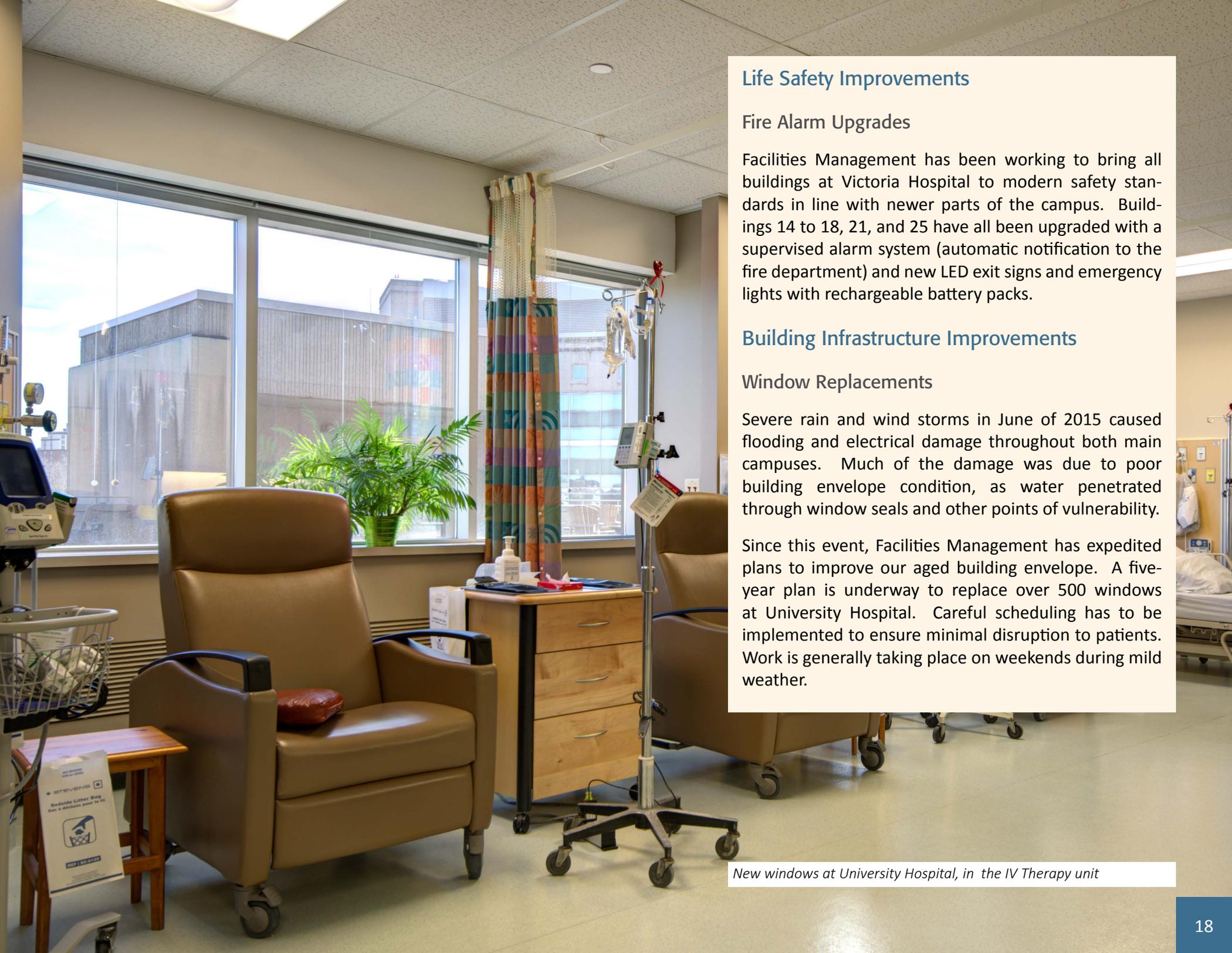
The first phase took place at University Hospital. IMPARK, our parking contractor, put up the cash for the first upgrades at the main garage and the Perth Drive garage. While LHSC pays back the money over the next five years, we've already seen over 50% less power consumption with the new LED lights, which has resulted in annual savings of over \$60,000.

London Hydro also issued a rebate for the UH upgrades, which allowed us to proceed with upgrades at Victoria Hospital.

LED lighting is also more efficient in terms of its focused lighting, casting in more desirable directions. This ensures an even, brighter appearance with lower energy use.

*New LED lighting in the parking garage is brighter and more efficient.*





## Life Safety Improvements

### Fire Alarm Upgrades

Facilities Management has been working to bring all buildings at Victoria Hospital to modern safety standards in line with newer parts of the campus. Buildings 14 to 18, 21, and 25 have all been upgraded with a supervised alarm system (automatic notification to the fire department) and new LED exit signs and emergency lights with rechargeable battery packs.

### Building Infrastructure Improvements

#### Window Replacements

Severe rain and wind storms in June of 2015 caused flooding and electrical damage throughout both main campuses. Much of the damage was due to poor building envelope condition, as water penetrated through window seals and other points of vulnerability.

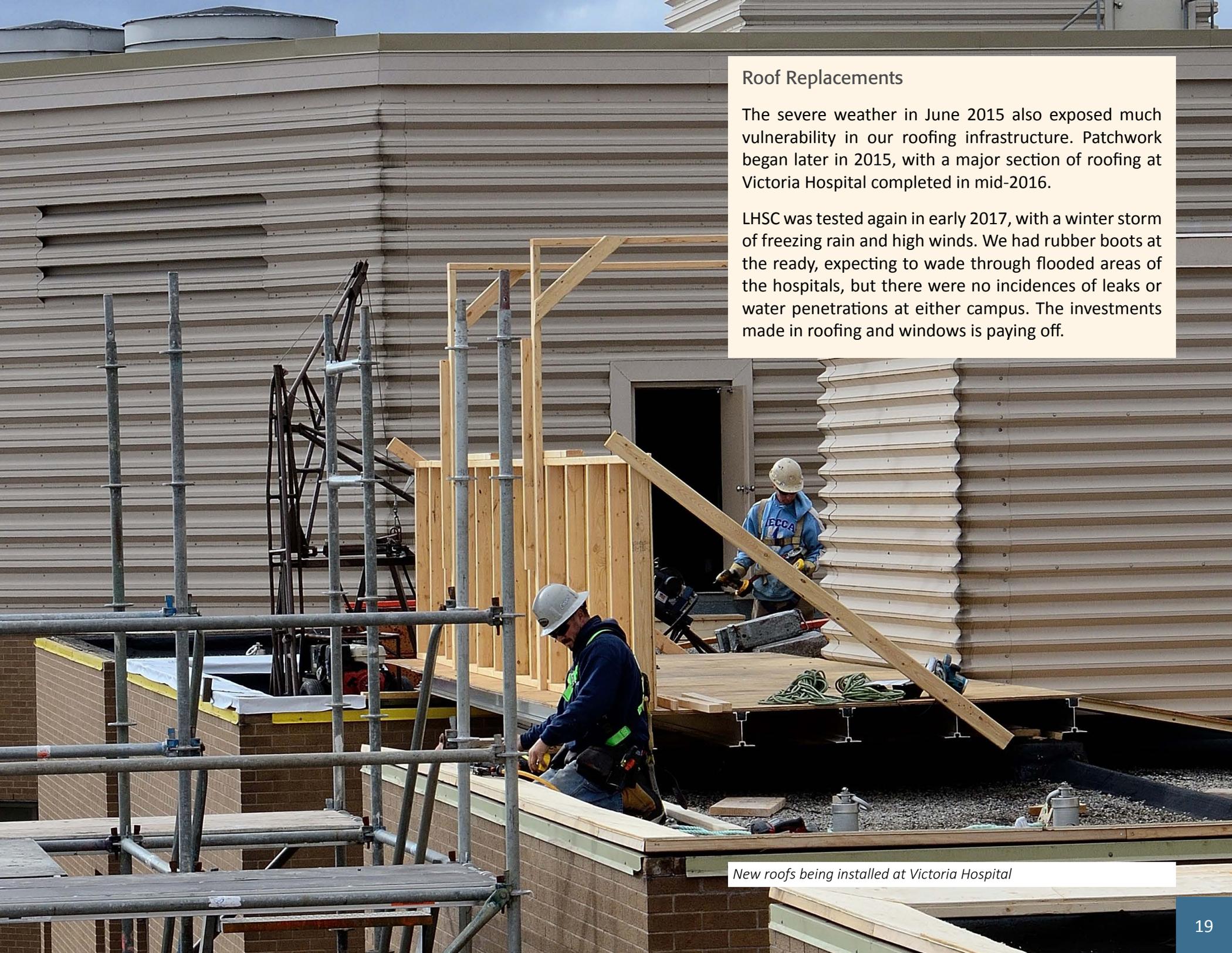
Since this event, Facilities Management has expedited plans to improve our aged building envelope. A five-year plan is underway to replace over 500 windows at University Hospital. Careful scheduling has to be implemented to ensure minimal disruption to patients. Work is generally taking place on weekends during mild weather.

*New windows at University Hospital, in the IV Therapy unit*

## Roof Replacements

The severe weather in June 2015 also exposed much vulnerability in our roofing infrastructure. Patchwork began later in 2015, with a major section of roofing at Victoria Hospital completed in mid-2016.

LHSC was tested again in early 2017, with a winter storm of freezing rain and high winds. We had rubber boots at the ready, expecting to wade through flooded areas of the hospitals, but there were no incidences of leaks or water penetrations at either campus. The investments made in roofing and windows is paying off.



*New roofs being installed at Victoria Hospital*

## Featured Capital Projects

### Mother / Baby Care Unit

The Mother/Baby Care Unit was experiencing high demands for private spaces by patients. To help serve this demand, and provide a premium option for new mothers and their families, FM worked closely with the unit to create a comfortable, private, high quality space. This initiative has also resulted in fewer bed transfers, as patients are getting their requested accommodations.

Lindsey Webber was the FM Project Manager on this project, which was completed on schedule and on budget.

### Victoria Gift Shop Renovations

The Victoria Gift Shop on B1 at VH was having issues with safety, security, and accessibility. Limited floor space in the store meant racks were constantly being pulled into the B1 atrium, which twice caused injuries to the store's volunteers. The cramped space around the service counter had customers walking behind it to access merchandise, causing security concerns. Barrier-free accessibility was also limited in the store.

For the re-design, the large counter in the middle of the store was replaced with a smaller counter at the end of the store, opening up the space and alleviating the security concerns. The greater open space meant that volunteers no longer have to move racks outside the store.

The project was completed on time and under budget. Emily Thengheart was the FM Project Manager.



*The renovated Mother / Baby Care Unit meets the demand for more private spaces.*

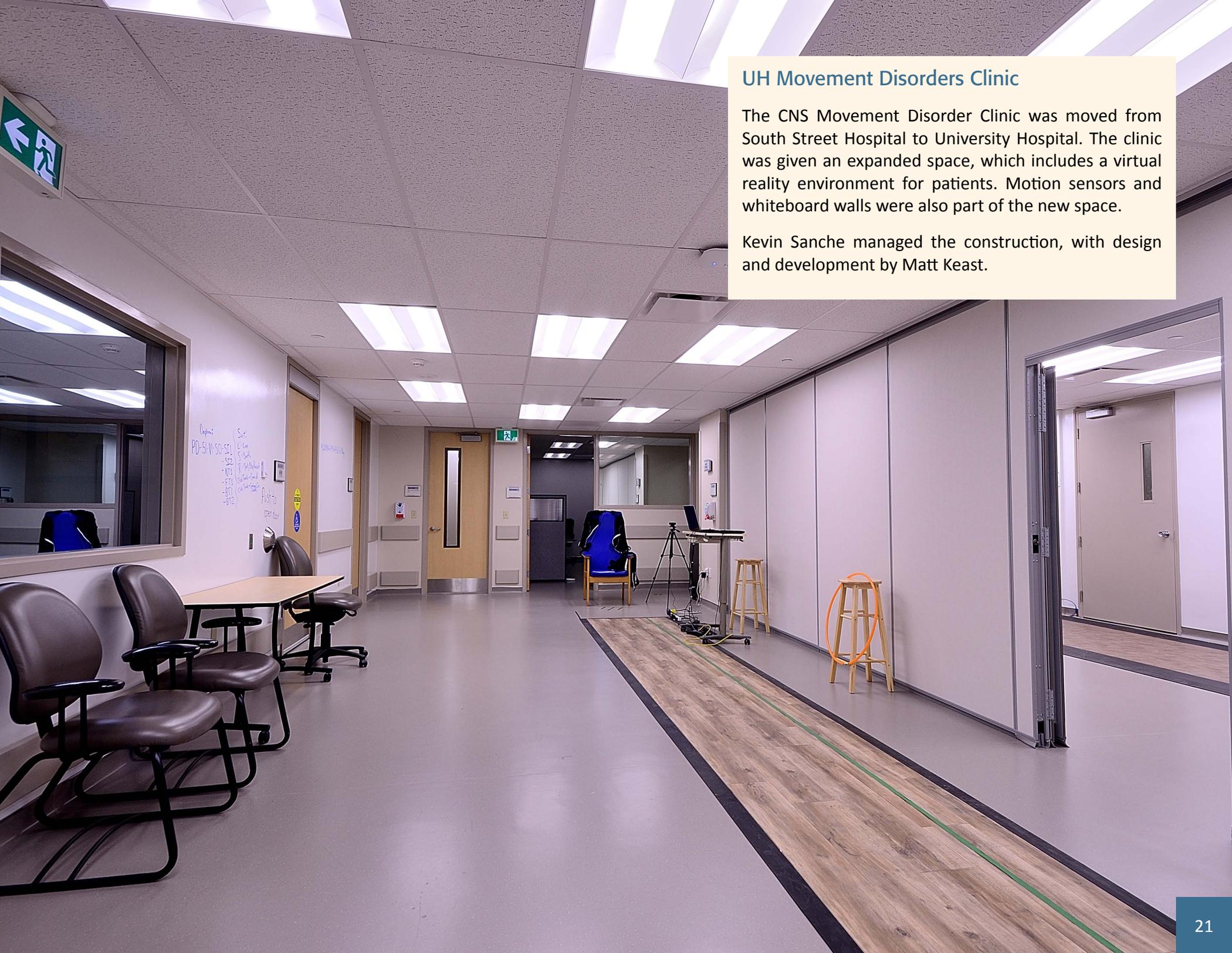
*The renovated Victoria Gift Shop increased open space, safety and accessibility.*



## UH Movement Disorders Clinic

The CNS Movement Disorder Clinic was moved from South Street Hospital to University Hospital. The clinic was given an expanded space, which includes a virtual reality environment for patients. Motion sensors and whiteboard walls were also part of the new space.

Kevin Sanche managed the construction, with design and development by Matt Keast.



## VH Women's Simulation Centre

A need was identified to create a shared, purpose built facility for Women's & Children's Simulation services at LHSC. The centre will provide training for staff and physicians in many aspects of Paediatric and Women's Healthcare. Simulation Rooms have been constructed to match the patient environment experienced in a typical inpatient and birthing centre at LHSC.

Simulation rooms were outfitted with real

world clinical environments designed to enhance the training experience for staff. Advanced audio/visual systems enable educators and trainers to simulate real world scenarios, record the results and provide advanced debriefing sessions for performance reviews.

All functions of the centre have been co-located including control rooms, storage areas, debriefing and simulation rooms, providing a

single point for all resources which has created efficiencies in space usage and operations.

Feedback from the user group has been very positive, as they are impressed with the design, integration, and co-location of all systems into a multi-use plan.

FM Project Coordinator Matt Keast oversaw the project development and construction.

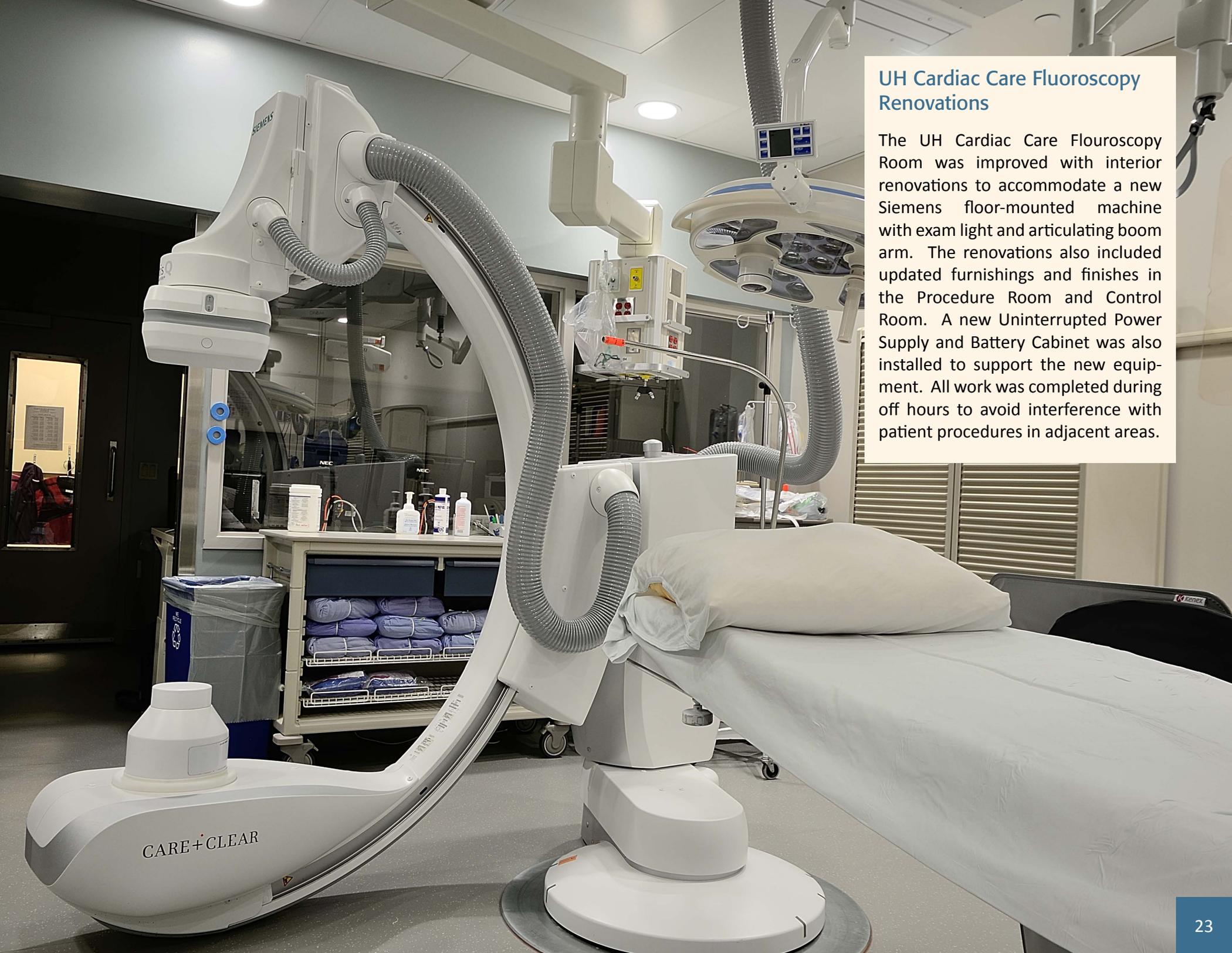


*Meeting Room*



*Control Room*

*Left: Simulation Room*



## UH Cardiac Care Fluoroscopy Renovations

The UH Cardiac Care Fluoroscopy Room was improved with interior renovations to accommodate a new Siemens floor-mounted machine with exam light and articulating boom arm. The renovations also included updated furnishings and finishes in the Procedure Room and Control Room. A new Uninterrupted Power Supply and Battery Cabinet was also installed to support the new equipment. All work was completed during off hours to avoid interference with patient procedures in adjacent areas.

## UH Parking Garage Screens

Parking garage safety screens were completed at University Hospital in early 2017. This completes work for all parking structures at both Victoria and University Hospital. The safety screens are installed on all levels from Level 2 to the roof level.

## UH Inpatient Showers

Inpatient showers at UH were cracked and leaking. New showers and vanities included new enclosures, new drains, bench, faucets and new flooring.

We also upgraded the lighting to LED and removed the transition bump on the floor within the shower to help prevent falls.



## LRCP Exam Rooms

The London Regional Cancer Program (LRCP) had a need for additional exam rooms from increased patient demand. An open area in the LRCP was converted into three new exam rooms with brighter, energy efficient LED lighting. The new corridor resulted from the renovation included a new suspended ceiling and new LED lighting.

## UH Digital Wayfinding

Digital wayfinding is coming soon to University Hospital! New larger 46" screens will be installed in the main lobby entrance, at the cafeteria entrance on Level 3, and the Level 2 elevator lobby. Compared to kiosks introduced at Victoria Hospital in 2015, the new kiosks are horizontal and larger to display larger maps and a better view of directions.



Digital wayfinding is coming to University Hospital



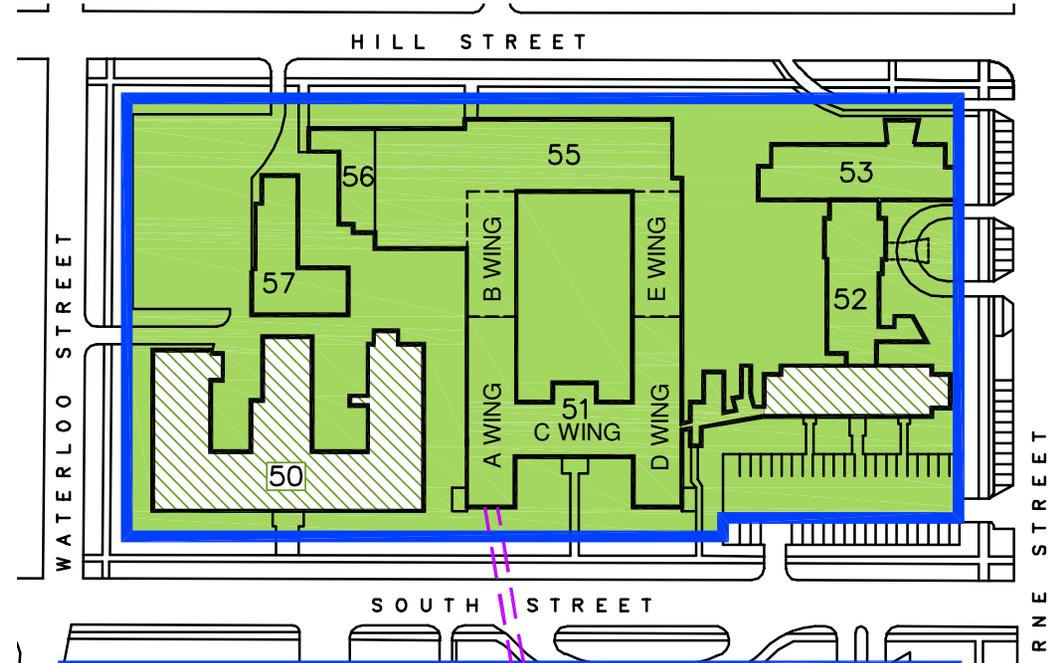
New exam rooms in the LRCP at Victoria Hospital

## South Street Demolition

Tender bids have been received for the final demolition of the remaining buildings at South Street Hospital. As part of the City of London's Heritage Plan, the Colbourne Building was retained during the Phase A Demolition in 2014. Similarly, for the Phase B Demolition, the Health Services Building and a portion of the Old War Memorial Children's Hospital are being retained.

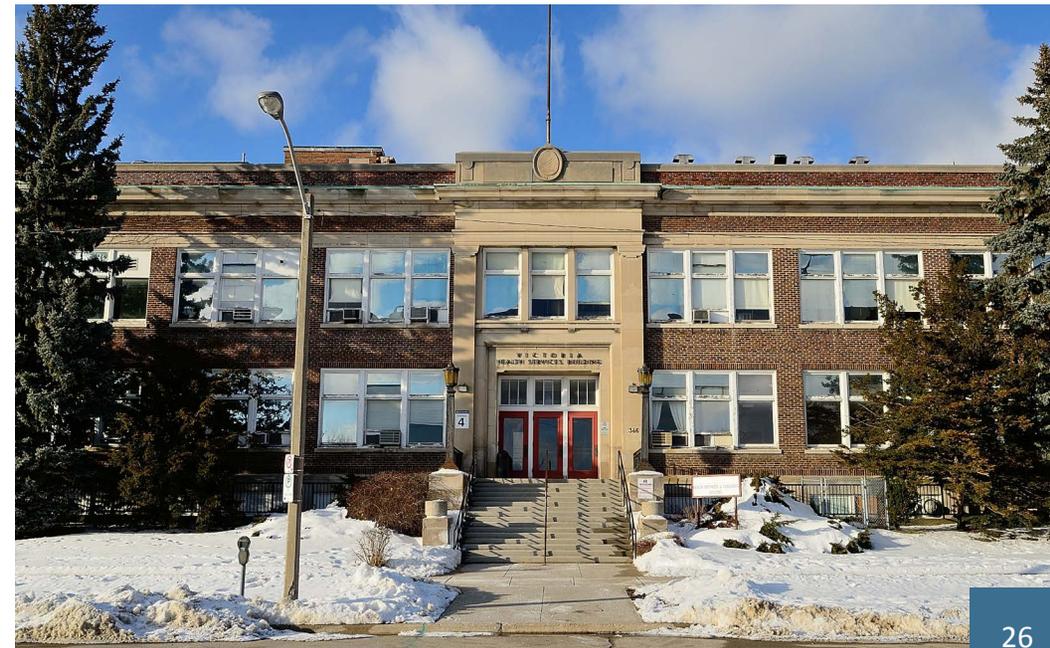
Bids were received from a list of pre-qualified contractors with experience in asbestos abatement for old buildings. We are currently completing our review of the bids and demolition is expected to begin by late spring 2017.

**SOUTH STREET TIME CAPSULE:** On February 27, 2017, contractors removed the date stone from South Street Hospital, and discovered a small copper box sealed with tape in the wall cavity behind. The box is presumably a "time capsule" placed there in 1956 when this portion of South Street Hospital was constructed, and measures 6"x4"x4".



Phase B demolition of South Street Hospital will retain the Health Services Building and a portion of the Old War Memorial Children's Hospital (hatched areas)

The Health Services Building has been designated a heritage building by the City of London

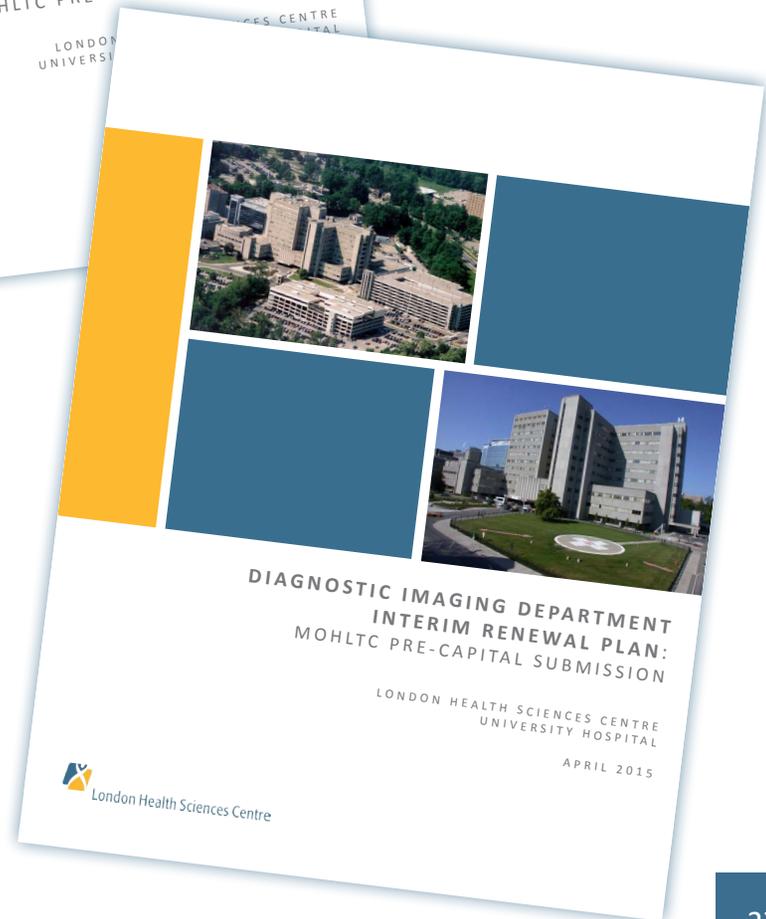
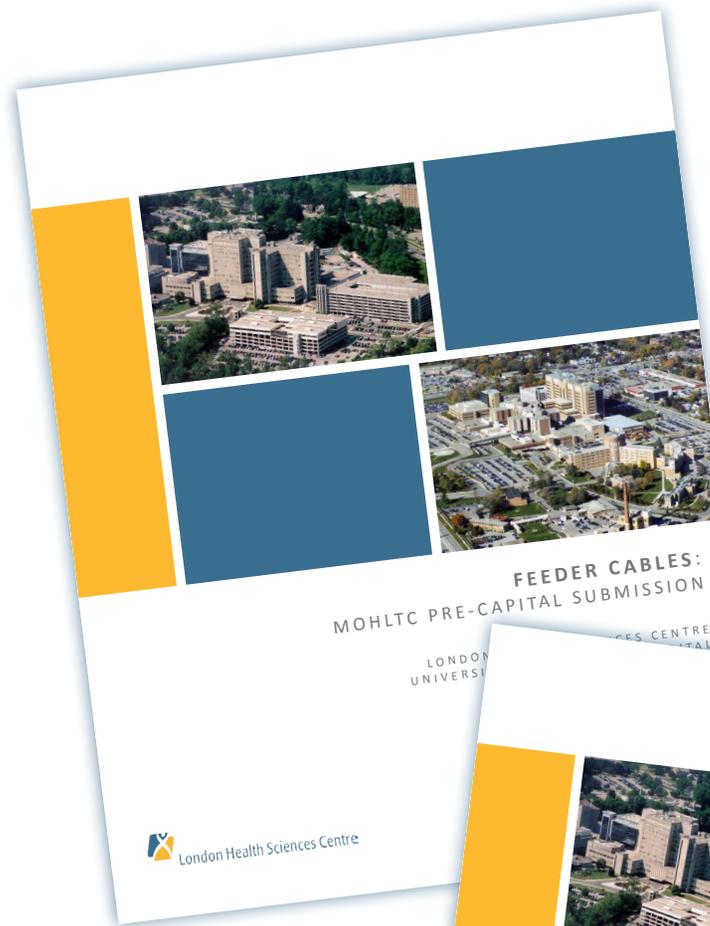


## The Art of Asking

One of the department's strategies is to continue to seek funding for capital projects and infrastructure renewals from government agencies. Ontario's Health Infrastructure Renewal Fund (HIRF) has been a great source of funding in the last few years. We also help clinical and other departments develop business plans and Pre-Capital Submissions to the Ministry of Health and Long-Term Care. These processes can sometimes be lengthy, as these agencies have strict qualification requirements. As it turns out, the 2016-17 fiscal year was a bit of a bonanza.

Following a Pre-Capital submission made over two years ago, we received substantial funding for the modernization of Diagnostic Imaging at University Hospital. As well, we were granted funds for High Voltage Feeder Cable Replacements, a key infrastructure renewal project. Of course, we had already received some funding from HIRF for this project, so we will be proposing the Pre-Capital money be allocated elsewhere. And finally, after many letters, briefing notes, and negotiations, we have received ministry funding to complete the final demolition phase of South Street Hospital, bringing some closure to the massive city-wide health care restructuring that began over twenty years ago.

We've learned that it takes patience, perseverance, and fostering good relationships with government staff and agency leaders. In our cash-strapped health care economy, there is money to be found if we are pro-active and strategic about planning, preparing, and of course, asking.



## FM United Way Stair Climb Team

For the last five years, Facilities Management has participated in the annual Scotiabank StairClimb for United Way London and Middlesex. In 2015, the FM team received a trophy for the Top Fundraising Team at LHSC, and in 2016, we ranked 17th place for all fundraising teams in London Middlesex. We also achieved our highest fundraising amount to date in 2016, contributing \$3,240 to the United Way. Congratulations to the Facilities Management Stair Climb Team! Dan Neaves is the team's captain.



LHSC CEO Murray Glendening (far left) and FM StairClimb Capitan Dan Neaves (holding the "3") with LHSC's United Way Steering Committee

## FMESS Retirees

These FMESS staff retired in 2016, most with many years of service at LHSC. On behalf of everyone at LHSC, we wish them all the best in their retirement and thank them for their years of dedicated service. (The number in brackets denotes their years of service.)

**Thomas Agnew**, Steamfitter (29)

**Shamim Ahmad**, Environmental Service Worker (27)

**Helen Banasiak**, Dietary Worker (12)

**Stephen Bates**, Environmental Service Worker (43)

**Anne Belanger**, Environmental Service Worker (29)

**Edit Braun**, Environmental Service Worker (26)

**Edward Burke**, Dietary Worker (39)

**Joanne Conidi**, Housekeeping Worker (29)

**Donald Cook**, Plumber (14)

**Euan Derby**, Porter (17)

**Cindy Donkervoort**, Porter (34)

**Robert Felker**, Carpenter (39)

**Dianne Fleming**, Coordinator (25)

**Richard Ganttner**, Support Service Worker (35)

**James Gibson**, Patient Equipment Technician (43)

**Catherine Girvin**, Porter (14)

**Paul Green**, 4th Class Engineer (38)

**Jean Gullons**, Environmental Service Worker (39)

**Gregory Hall**, Mechanic (Non-trade) (41)

**Ronald Heyboer**, Manager (29)

**Brian Hurst**, Environmental Service Worker (43)



**Lorrallynn Isen**, Porter (38)

**David Johnston**, Porter (37)

**Alan Kerr**, Porter (39)

**Walter Klisht**, Project Facilitator (24)

**Robert Kuska**, Millwright (11)

**Joseph Layne**, Millwright (28)

**Peter Marczenko**, Electrician (32)

**Brenda McCarty**, Support Service Worker (30)

**Kim McTague**, SPD Attendant (36)

**Garth Mickanuck**, Carpenter (9)

**Deborah Mould**, Clerk 8 (30)

**Philip Price**, Environmental Service Worker (17)

**Ruth Rafanan**, Dietary Worker (39)

**Jo-Anne Robichaud**, Support Service Worker (13)

**Jean Salmon**, Environmental Service Worker (26)

**Kamlesh Sherwood**, SPD Attendant (9)

**Kathryn Stuart**, Medical Photographer (37)

**Deborah Trainor**, Environmental Service Worker (7)

**Michael Wilson**, Environmental Service Worker (32)

**Ankica Zakic**, Support Service Worker (42)

**Anthony Zok**, Carpenter (33)

# Historical Project Index

## 2011

UH Cardiac Cath Lab Renovation  
UH CNS Lab Renovation  
UH Neuro Observation Unit Level 7  
VH Baines Translational Research Lab



## 2012

UH Laboratory Consolidation Level 3  
UH Lindros Legacy Tower Levels 4, 5, and 6  
UH Operating Room #15 Renovation  
VH LRCP LINAC Phase 5  
VH MRI Renovation Level 1

## 2013

Satellite Renal Dialysis Unit  
UH Minimally Invasive Surgery (OR #6 and 7)  
UH Surgical Step Down Unit  
VH ICES Satellite Development  
VH LRCP Chemotherapy Renovation

## 2014

Milestone 2 Phase 2  
UH Emergency Generator Replacement  
UH Personalized Medicine Lab  
VH LRCP LINAC Phase 6  
VH New Parking Garage

## 2015

54 Riverview Renovations  
South Street Hospital Decommissioning Phase A  
UH SPECT/CT Scanner  
UH Auditoriums  
VH Flex Space  
VH ICES Renovations



## 2016

Milestone 2 Phase 3  
South Street Hospital Decommissioning Phase A  
UH Emergency Department Transformation  
UH Fluoroscopy Room  
UH Ministry of Labour Upgrades Phase 1  
UH Movement Disorder Lab  
UH Pharmacy Wall / Inpatient Pharmacy Renovation  
VH Absorption Chillers  
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

## 2017

UH Installation of X-Ray Unit  
UH Parking Garage Safety Screens  
VH Women's and Children's Simulation Centre  
UH Inpatient Washroom Upgrades





# London Health Sciences Centre

## Facilities Management, Environmental and Support Services

Victoria Hospital

800 Commissioners Road East

London ON

N6A 5W9

519-685-8500