



**Campbellford
Memorial Hospital**

Campbellford Memorial Hospital

Redevelopment Presentation

Community Care Northumberland

June 24, 2026



Why is a new Hospital Needed?

- 72-year-old facility requires significant repairs and lacks modern health care features like enhanced infection control, no negative pressure rooms, and adequate heating, cooling and air handling.
- The hospital faces ongoing over capacity issues in the Emergency and In-Patient Care Units, which is worsening with population growth and changing demographics.
- In-Patient Care challenges: Rooms without bathrooms or bathing facilities, no private rooms particularly for palliative patients, inadequate Restorative Care facilities, and no in-patient access to the outside.
- Emergency Department challenges: Not enough beds, tight quarters, no separate ambulance entrance, small waiting area, no secure or private room for mental health or palliative patients, and many staff security and safety concerns.
- Accessibility issues include: Inappropriate entrances, lack of accessible bathrooms, and minimal accessible parking.
- Redeveloping the existing site is not functionally or economically feasible.



Our Vision for the Campbellford Campus of Care

- **48 Acres of Land** donated will enable:
 - **New Hospital** focusing on:
 - Improved Accessibility, Safety and Infection Control
 - Private Rooms with Full Services
 - Advanced Restorative Care & Recreational Programs
 - New Infrastructure and Technologies
 - Possible New Services include Dialysis and MRI
 - **128 up to 256 Bed Long-Term Care Home**

And potentially

- Supportive Senior Housing
 - Community Mental Health Clinic
 - Geriatric Assessment and Intervention Network (GAIN)
 - Professional Offices
 - Greenspace for activity/recreation
- **Timeframe:** 6-8 years to opening



New Hospital Planning

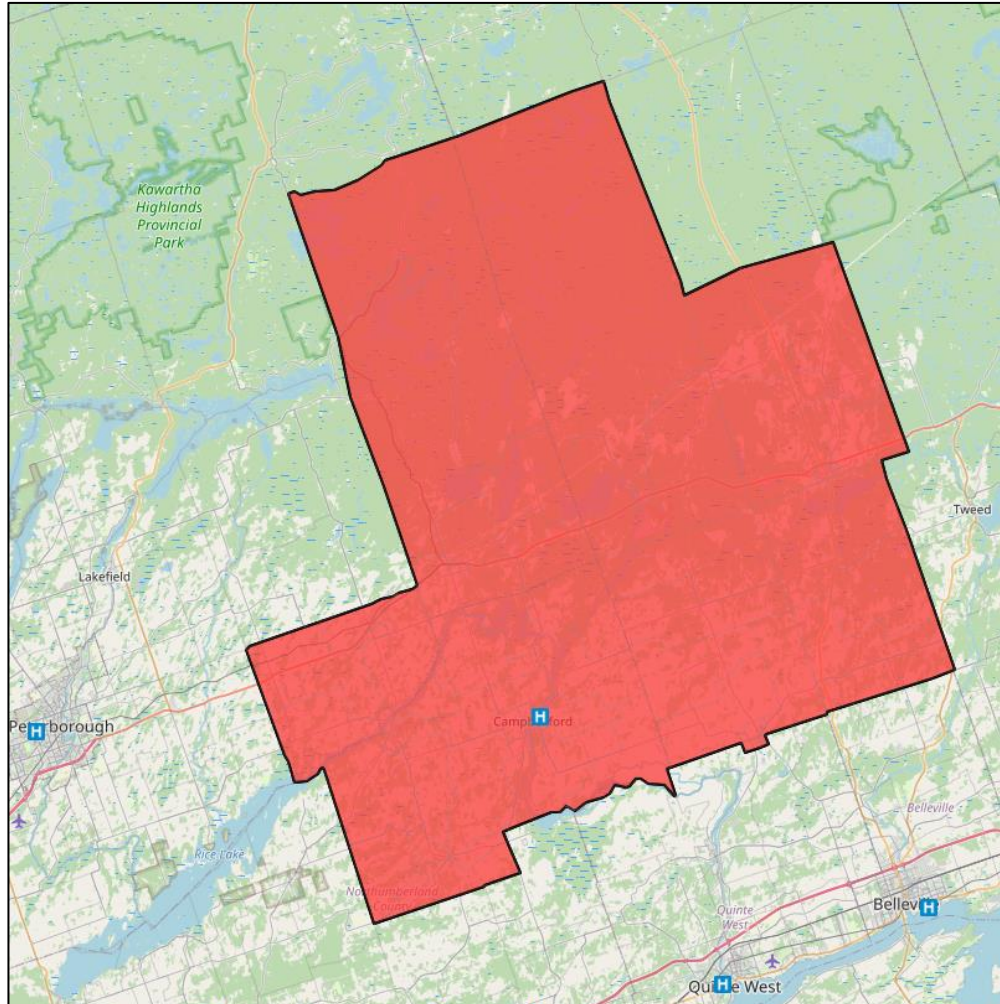
- Currently, CMH is working with HDR Consultants who are conducting the critical planning to determine the exact range of programs and services that should be offered
- Process includes a comprehensive consultations with stakeholders, including patients, staff, local and regional healthcare providers, community members, local municipal governments and Indigenous communities.
- Consultations will identify the region's most pressing healthcare needs.
- Factors such as demographic trends, emerging medical advancements, and the hospital's strategic priorities will play a significant role.
- **Goal:** Ensuring the new hospital delivers high-quality, accessible care tailored to the unique needs of our catchment area, while aligning with broader provincial healthcare objectives.



Why is Redevelopment Necessary for CMH?

The Context for Planning

Campbellford Memorial Hospital's Catchment Region



Defining a catchment region is useful for population and regional planning analysis

CMH's catchment region is shown in the map

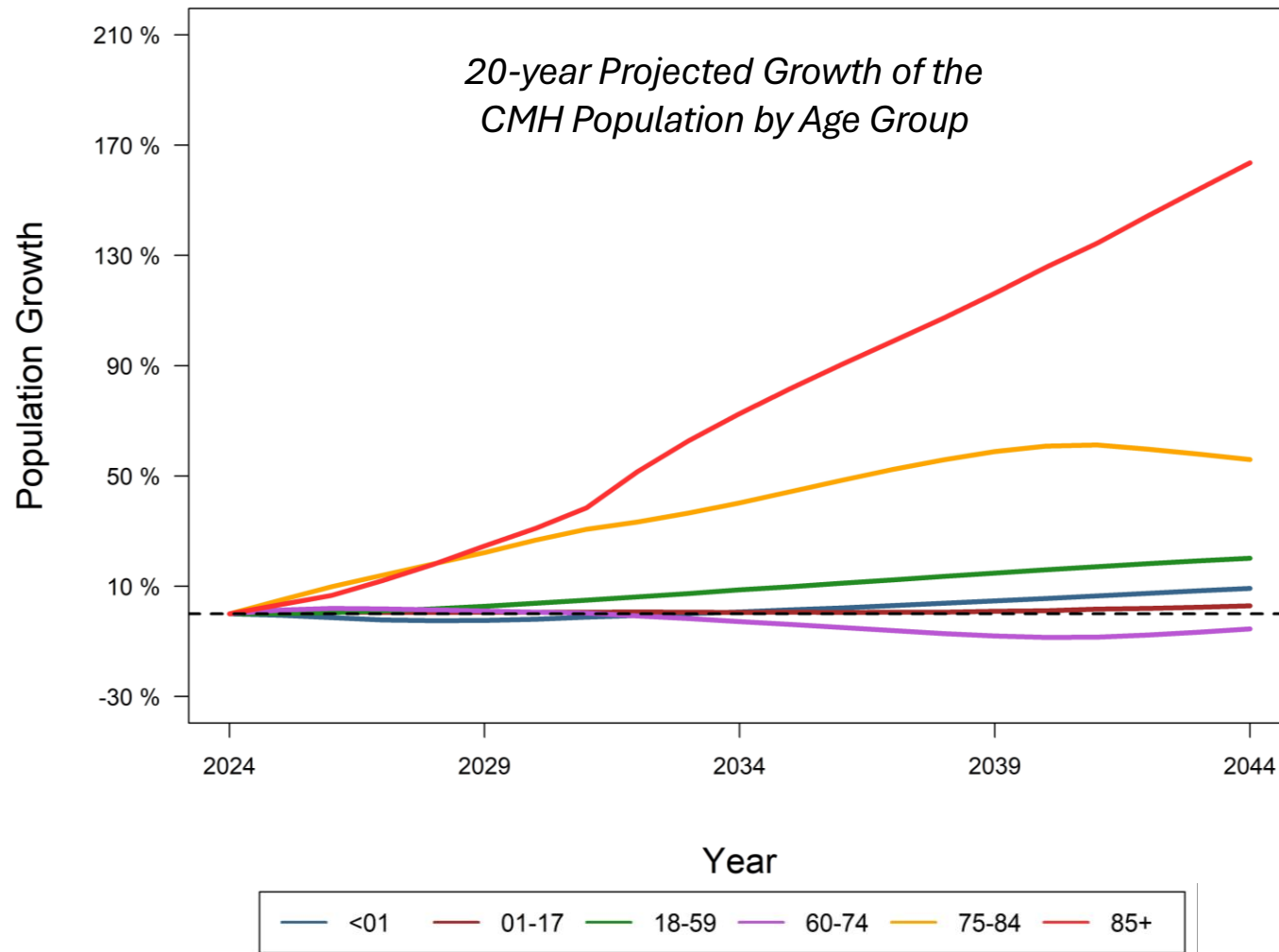
- Includes Asphodel-Norwood, Centre Hastings, Havelock-Belmont-Methuen, Madoc, Marmora and Lake, Stirling-Rawdon, Trent Hills
- Population of 43,900 people
- Most CMH patients live in this region
- CMH is one of the main providers of emergency department and medical inpatient to the residents of this region

All forecasting and opportunity finding analysis includes all CMH patients

Measure	CMH Catchment	
	<i>Emergency Department Visits</i>	<i>Adult Medical Discharges</i>
Total Cases from Region	13,755	1,071
Catchment	72%	85%
Market Share	61%	48%

Sources: DAD, NACRS 2024/25; PSG Calculations

How Will CMH's Population Grow Over Time?



- Health service use increases with age
- Seniors 75+ are the fastest growing population group, projected to grow 81% over the next 20 years
- Services for seniors, including primary care, community support services, social services, and inpatient services will need to nearly double to keep pace with population needs

CMH Catchment Population Projections

Age Group	2024	2034	2044	20-year Increase
<01	333	335	364	9%
01-17	6,700	6,700	6,900	3%
18-59	20,500	22,300	24,700	20%
60-74	11,400	11,100	10,800	-5%
75-84	3,800	5,300	5,900	56%
85+	1,200	2,000	3,100	164%
Total	43,900	47,800	51,700	18%

Why Does This Matter: Healthcare in Ontario is Changing

Key Trends Shaping the Health System:

- Rapid population growth across Ontario
- Significant aging of the population
- Rising chronic disease and multimorbidity
- Increasing complexity of patient care needs
- Growing pressure on hospitals and emergency departments

Key message:

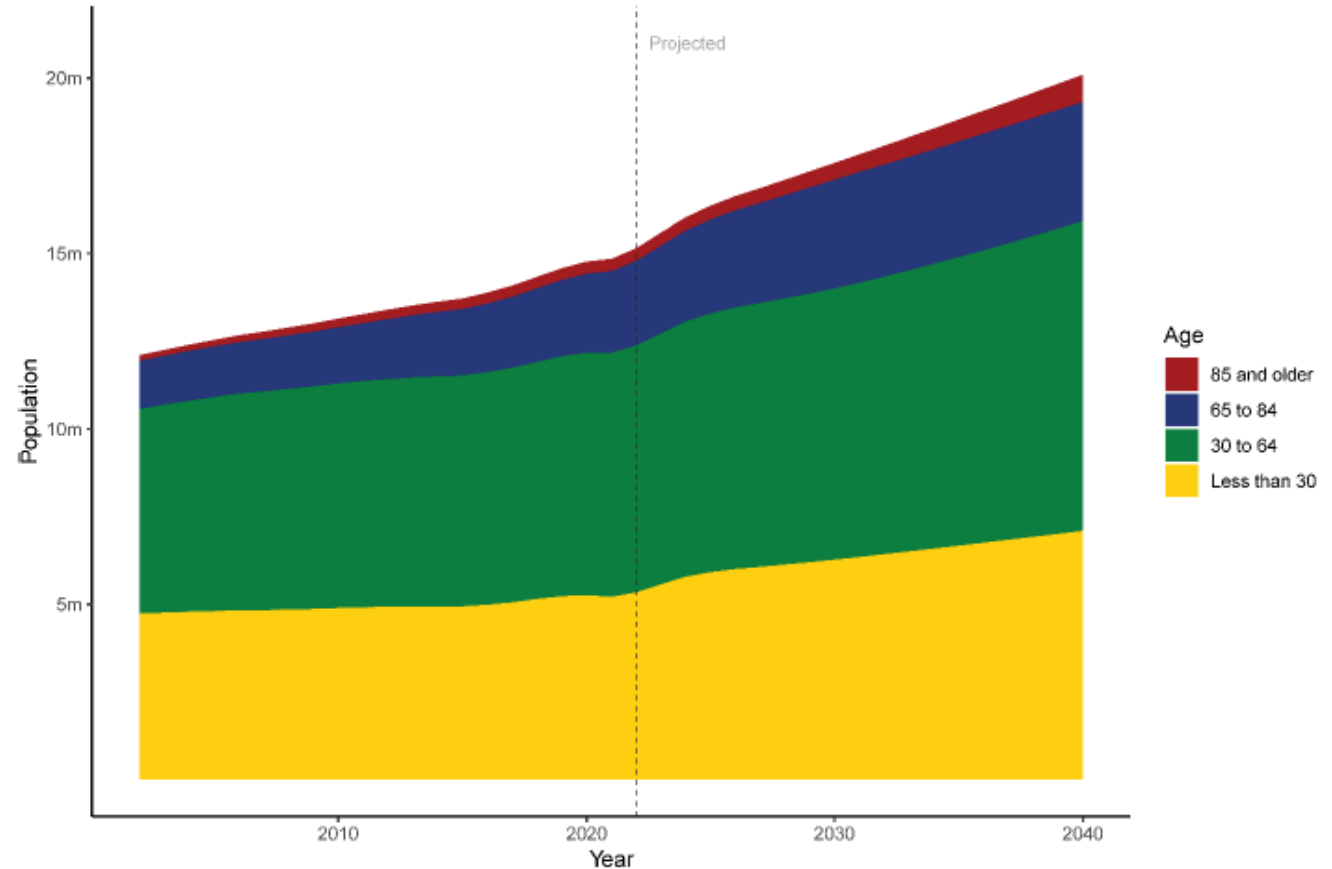
- Ontario's healthcare system will face significantly higher demand over the next two decades.



Ontario's Population is Aging Rapidly

- Seniors 65+ increasing from **2.6M (2020) → 4.2M (2040)**
- Population 85+ more than doubles
- Aging population significantly increases healthcare demand

These demographic shifts have major implications for hospital capacity



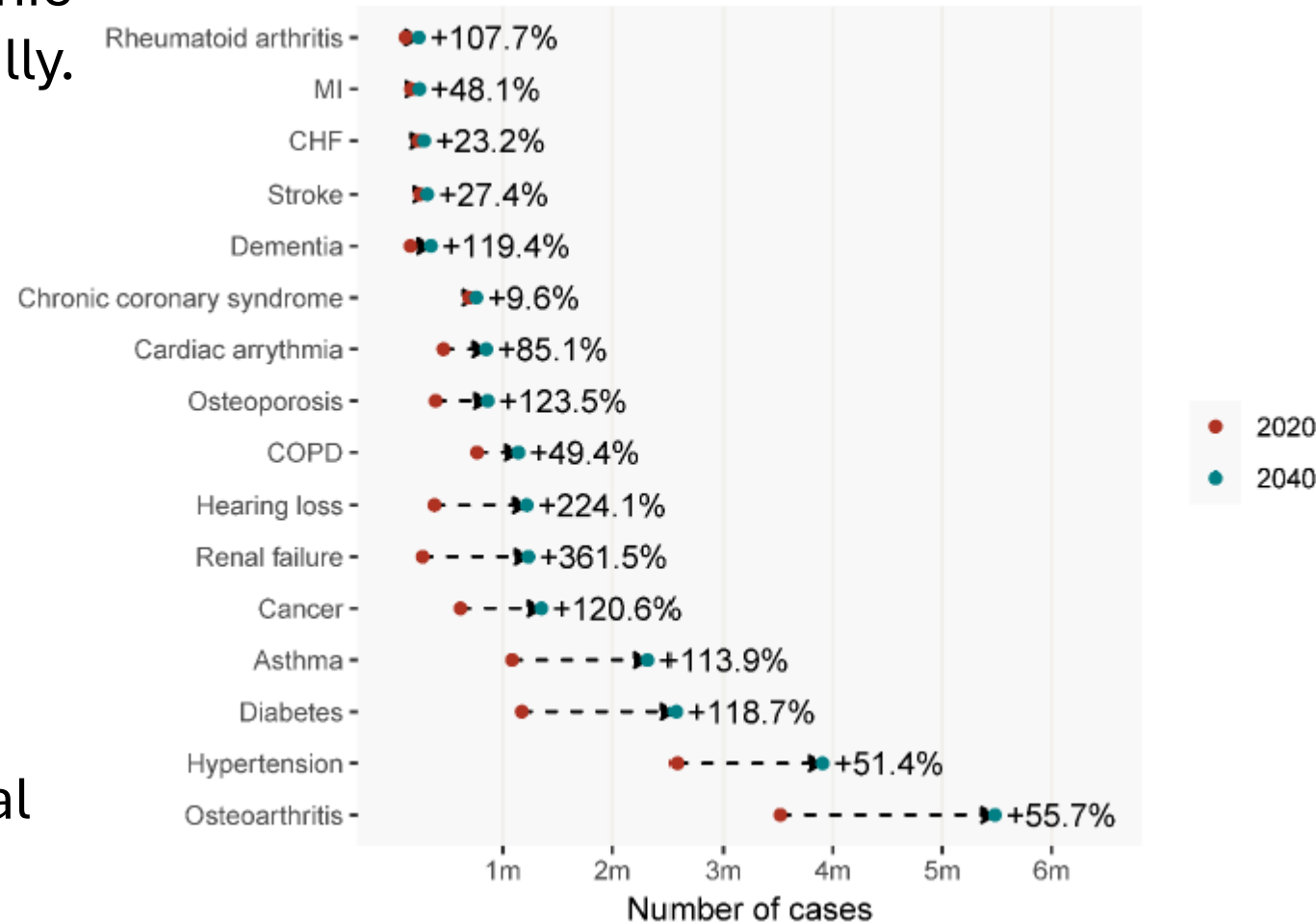
Chronic Disease is Rising

The number of Ontarians living with chronic illness is expected to increase dramatically.

Conditions projected to grow the most include:

- Dementia
- Diabetes
- Osteoarthritis
- Cancer
- Kidney disease

These conditions require ongoing hospital care and specialized services



More Ontarians Living With Multiple Illnesses

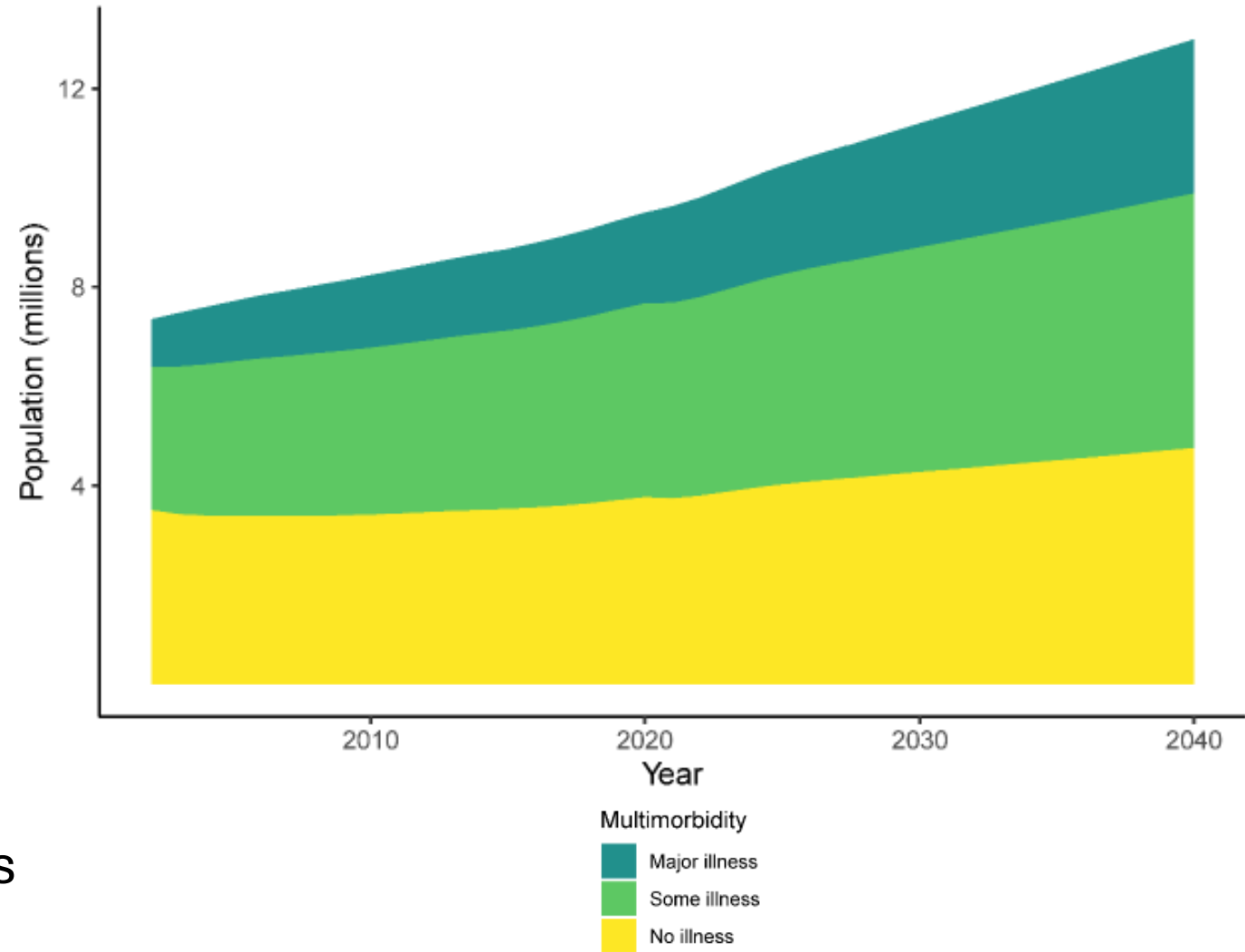
Key findings:

- People living with major illness will grow from 1.8M → 3.1M by 2040
- People with at least one chronic condition will increase by millions

Average chronic conditions per person:

- 2002 → 1.2 conditions
- 2020 → 1.5 conditions
- 2040 → 1.9 conditions

Meaning patients will arrive at hospitals with more complex care needs.



East Ontario Health Region Trends

Fastest growing conditions:

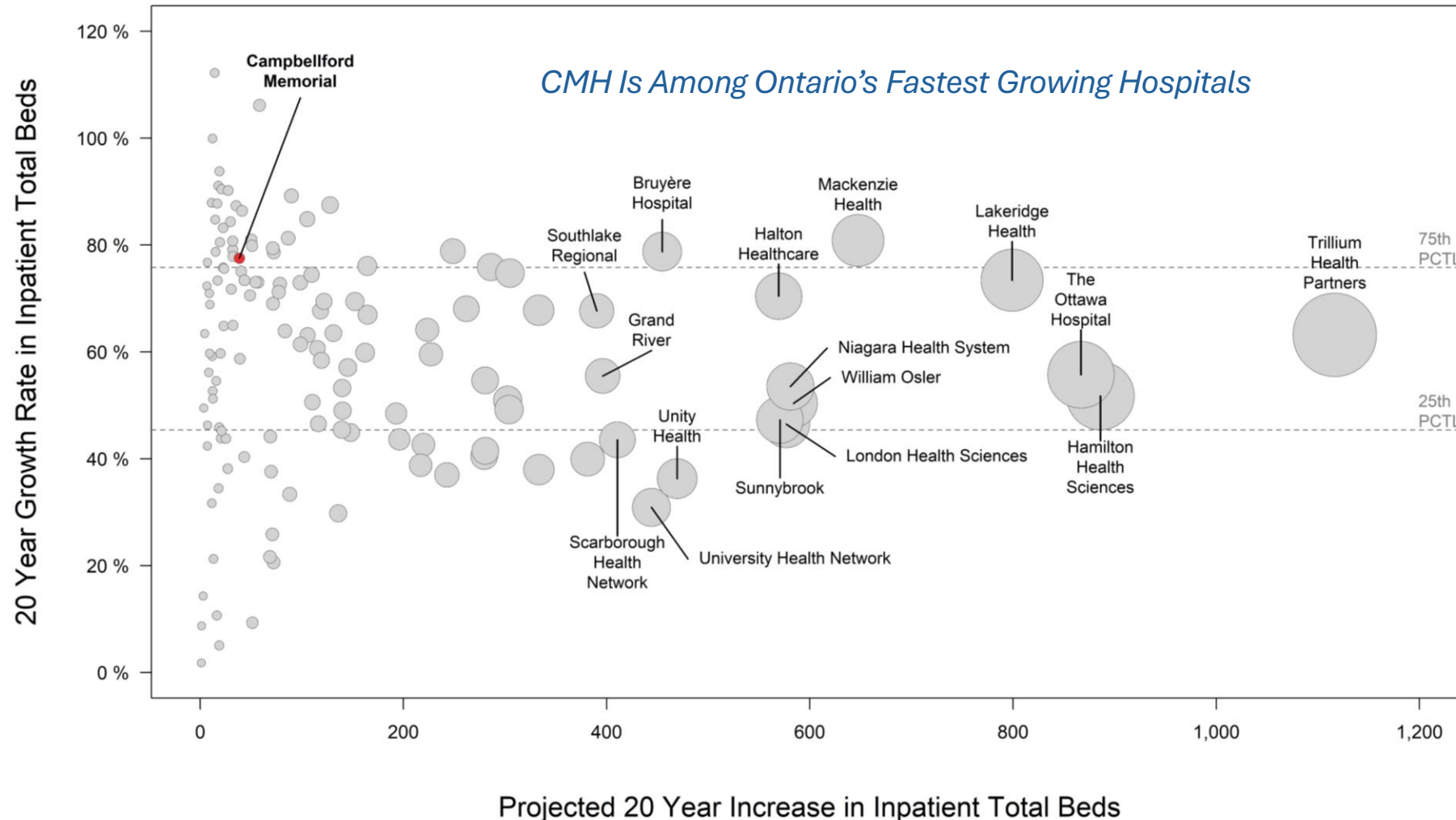
- Kidney disease
- Hearing loss
- Crohn's & colitis
- Substance use disorders
- Dementia

Most common conditions by 2040:

- Osteoarthritis
- Hypertension
- Asthma
- Diabetes
- Hearing loss

Significant increases expected in major illness among adults aged 70–89

What Are the Provincial Needs for New Hospital Capacity?



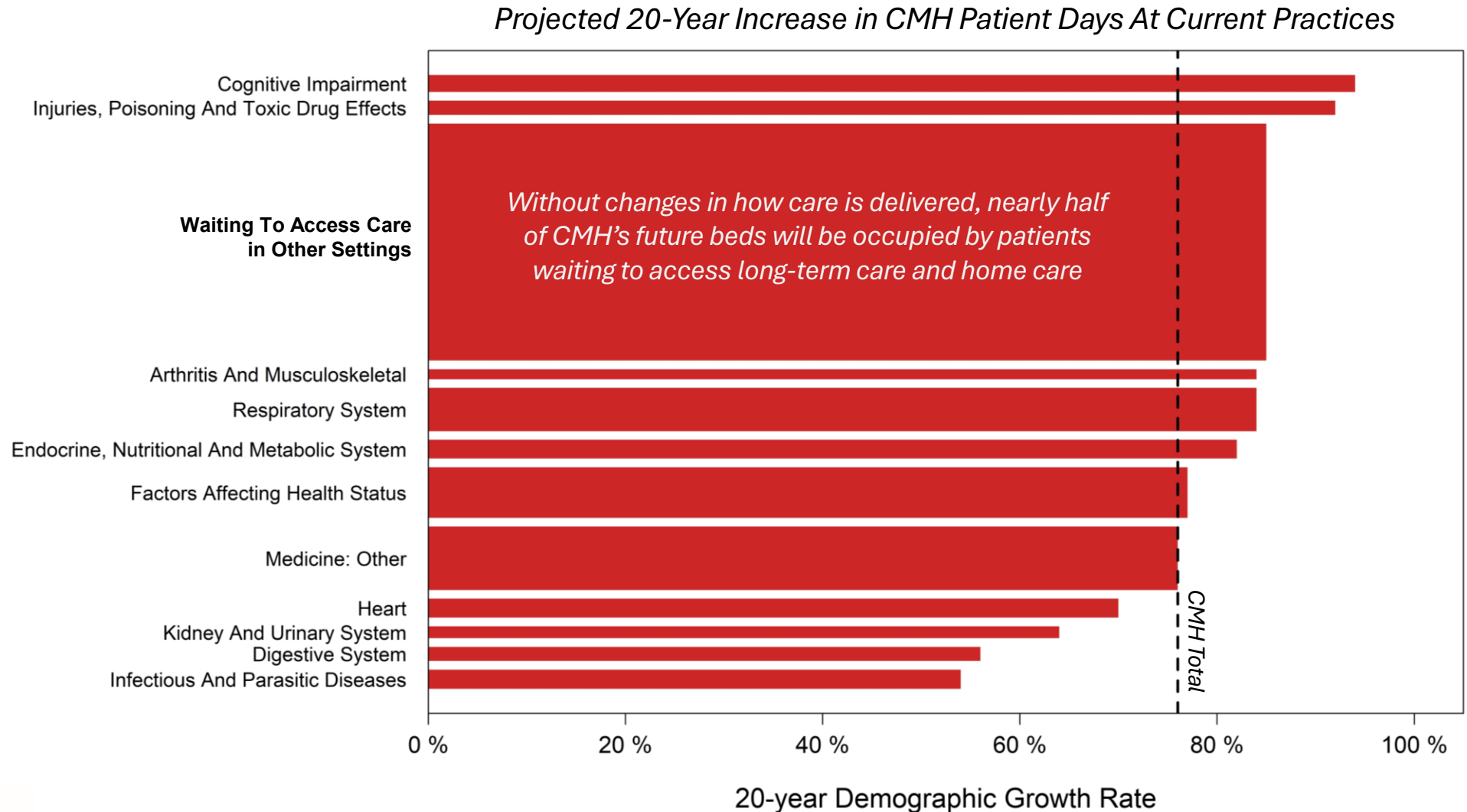
This shows the demographic forecast increase in total beds for every Ontario hospital

At current practice, over the next 20 years Ontario will need approximately 20,000 new beds

Competition for new capital resources is high.

New care models will be needed to meet future demand

CMH and Its Partners Will Need New Ways to Deliver Care



Which Hospitals Serve the CMH Populations?

		Market Share of CMH Catchment, 2024/25						Total Care Received by CMH Population
Measure	Program	Campbellford Memorial	Peterborough Regional	Quinte Health	Kingston Health Sciences	Northumberland Hills	All Other Hospitals	
Acute Inpatient Discharges	Adult Medical	48%	21%	16%	5%	4%	8%	2,253
	Adult Surgical		43%	6%	16%	3%	27%	1,054
	Newborn and Neonatal		49%	40%	4%	3%	5%	349
	Obstetrics		49%	39%	4%	4%	5%	322
	Paediatrics		44%	14%	17%	1%	25%	186
	Total	26%	32%	17%	8%	4%	13%	4,164
Outpatient Visits	Emergency Department	61%	12%	16%	1%	4%	5%	22,693
	Day Surgery		49%	24%	7%	7%	13%	3,424
	Dialysis		82%	0%	18%	0%	0%	3,447
	Endoscopy	21%	26%	35%	3%	2%	12%	3,221
	Chemotherapy		51%	16%	7%	10%	15%	2,071

Sources: DAD, NACRS 2024/25; PSG Calculations

This table shows which hospitals participate in meeting the needs of CMH primary catchment residents:

- For example, CMH provided 61% of Emergency Department visits and 48% of Medical admissions to this region's residents

What are the opportunities to change the role CMH plays in meeting the needs of its local and regional populations?

What This Means for Our Region

These trends mean:

- More seniors needing hospital care
- More patients with multiple chronic conditions
- Greater demand for emergency care and inpatient beds
- Increased pressure on regional hospitals

Hospitals like Campbellford Memorial Hospital will play an increasingly critical role in supporting the healthcare system.

Why CMH Matters in the Regional System

CMH is essential because it:

- Provides local emergency and inpatient care
- Relieves pressure on larger hospitals like PRHC, NHH, QH.
- Supports rural access to healthcare
- Enables care closer to home for aging populations

A strong CMH helps ensure the entire regional healthcare system functions effectively.



What Services are Needed?

Exploring Future Clinical Services and the Campus of Care Model

Guided by a Clear Vision for the Future CMH

The future CMH will be a modern, right-sized hospital - designed for your rural, aging community, supportive of continued growth of all ages, and built to bring more care closer to home.

Seniors at the Centre

The fastest-growing group in our community. The new hospital is designed from the ground up to serve older adults with frailty, complex needs, and dignity.

Mental Health as a Priority

Dedicated supports, 24/7 crisis pathways, and a welcoming Campus of Care that removes the stigma of seeking mental health support.

Care Closer to Home

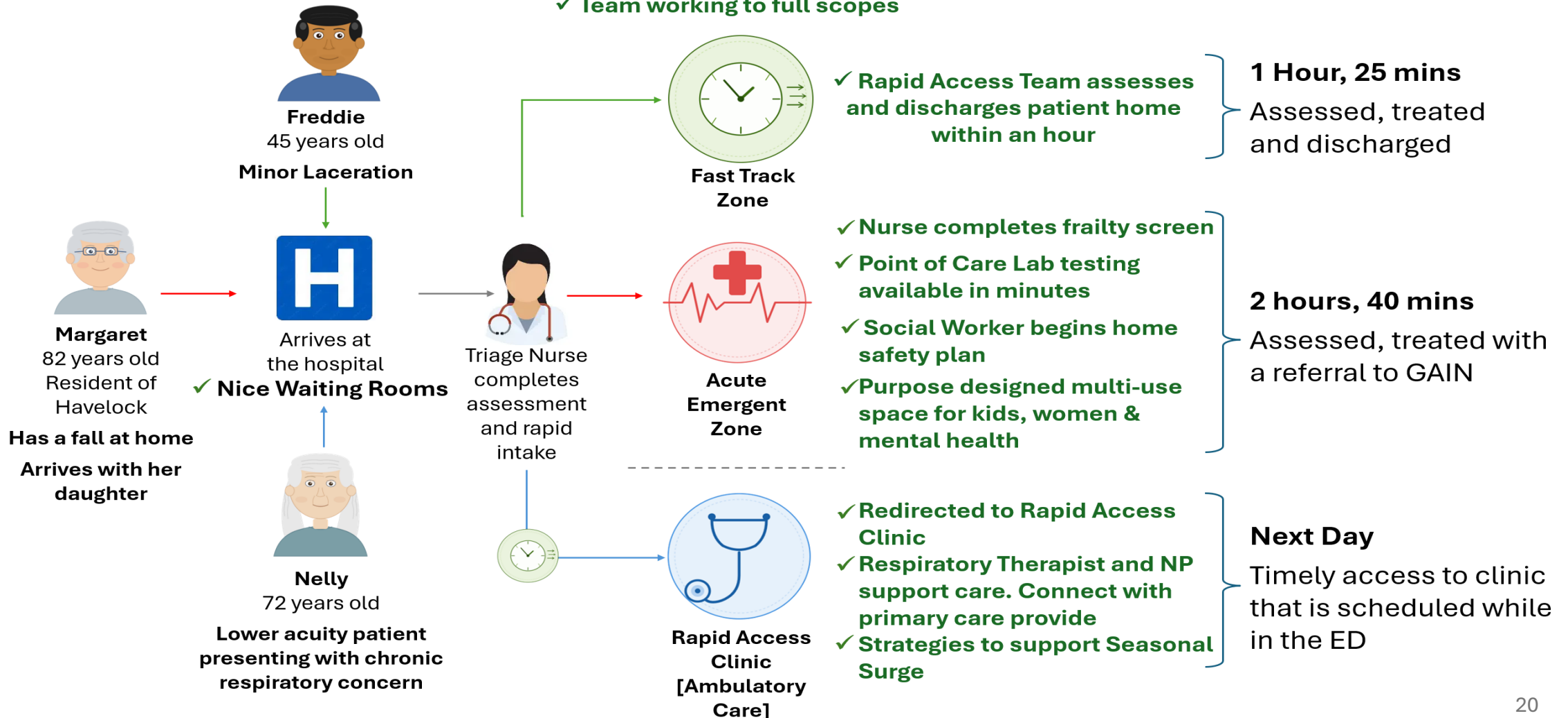
More services repatriated to Campbellford. Less travel for patients. Stronger partnerships to keep care in this community.

Tonight we will bring this vision to life through the stories of patients and providers.

A Patient & Family Journey

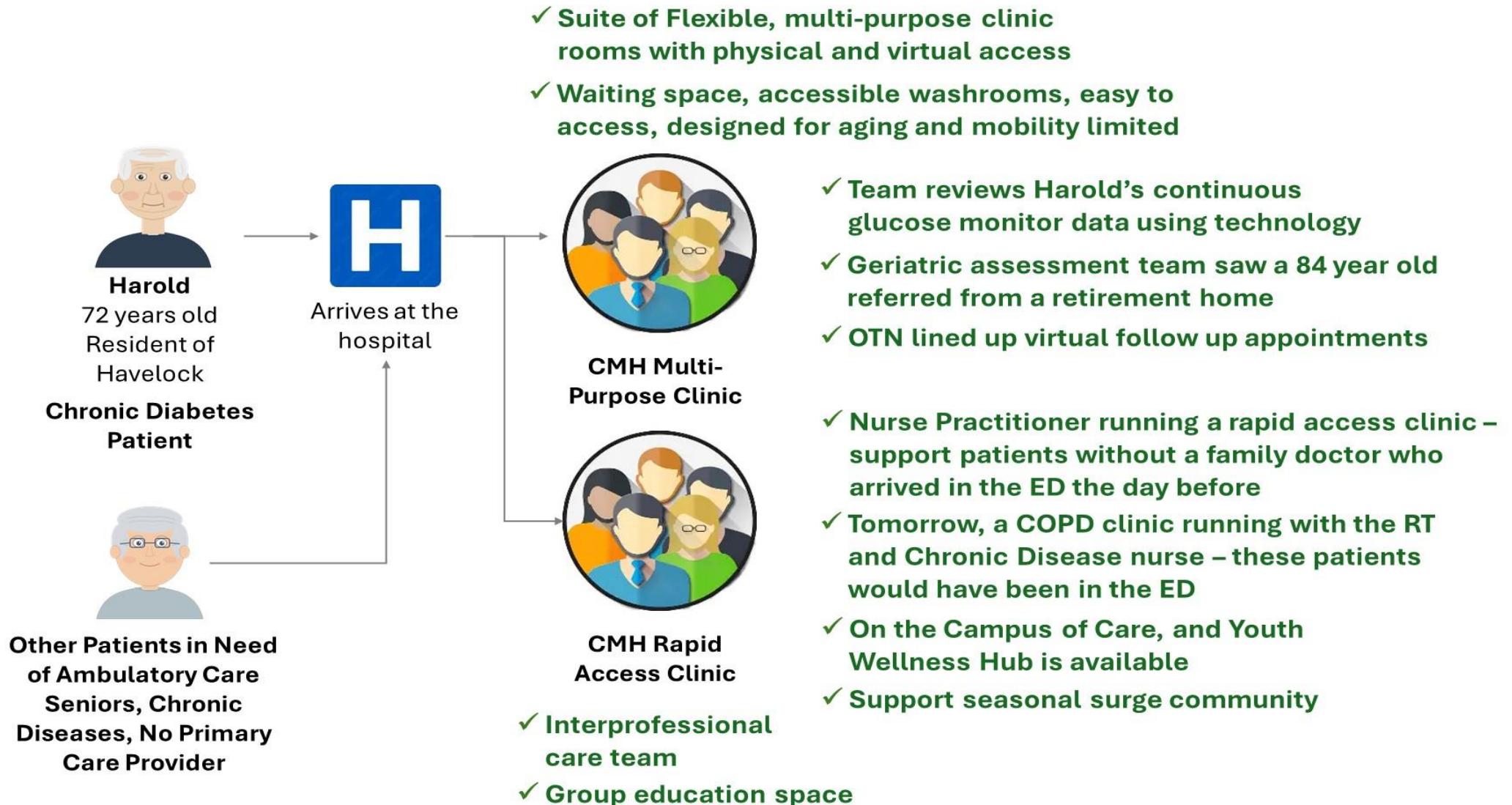
The Future of Emergency Care

- ✓ Differentiated Care Pathways/
Zones/Waiting Spaces
- ✓ Team working to full scopes



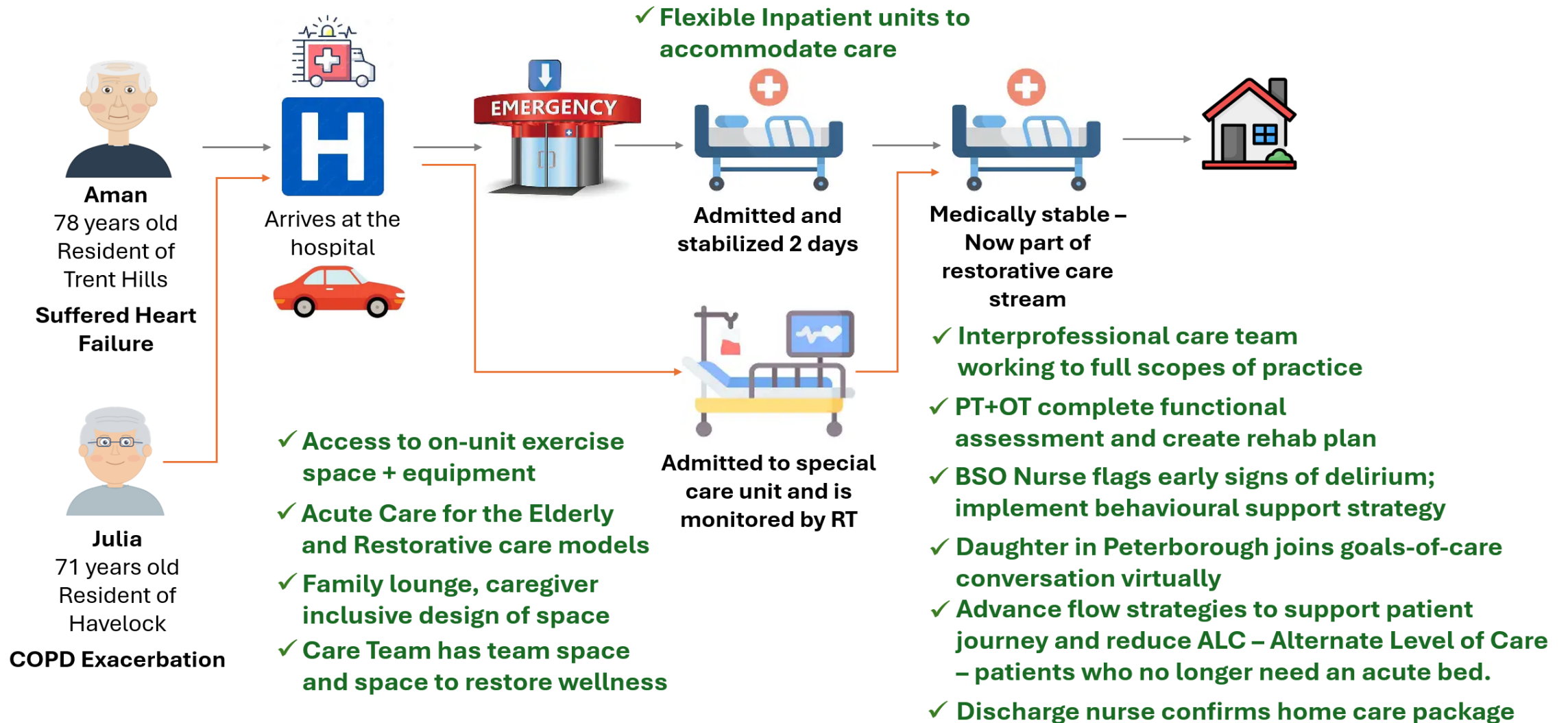
A Patient & Family Journey

The Future of Ambulatory Care



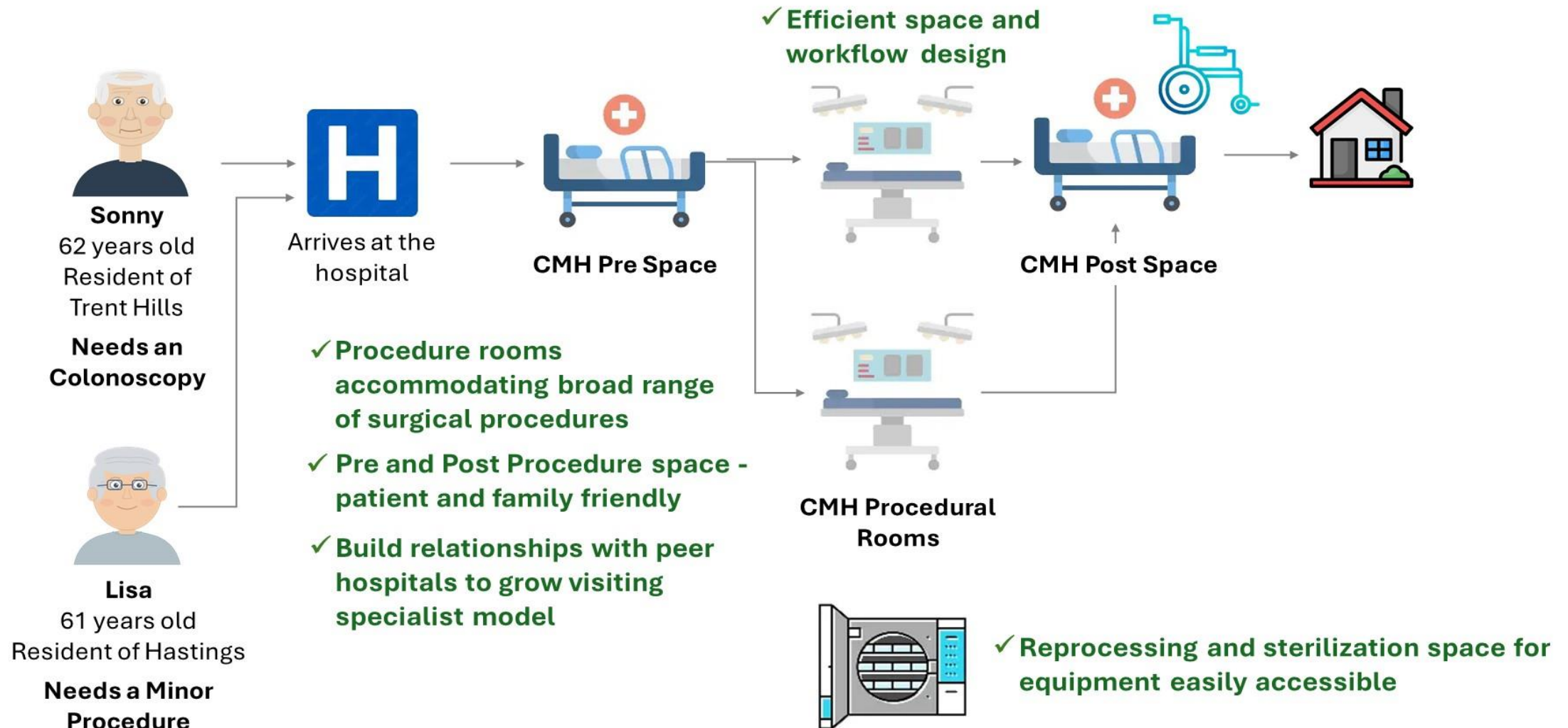
A Patient & Family Journey

The Future of Inpatient Care



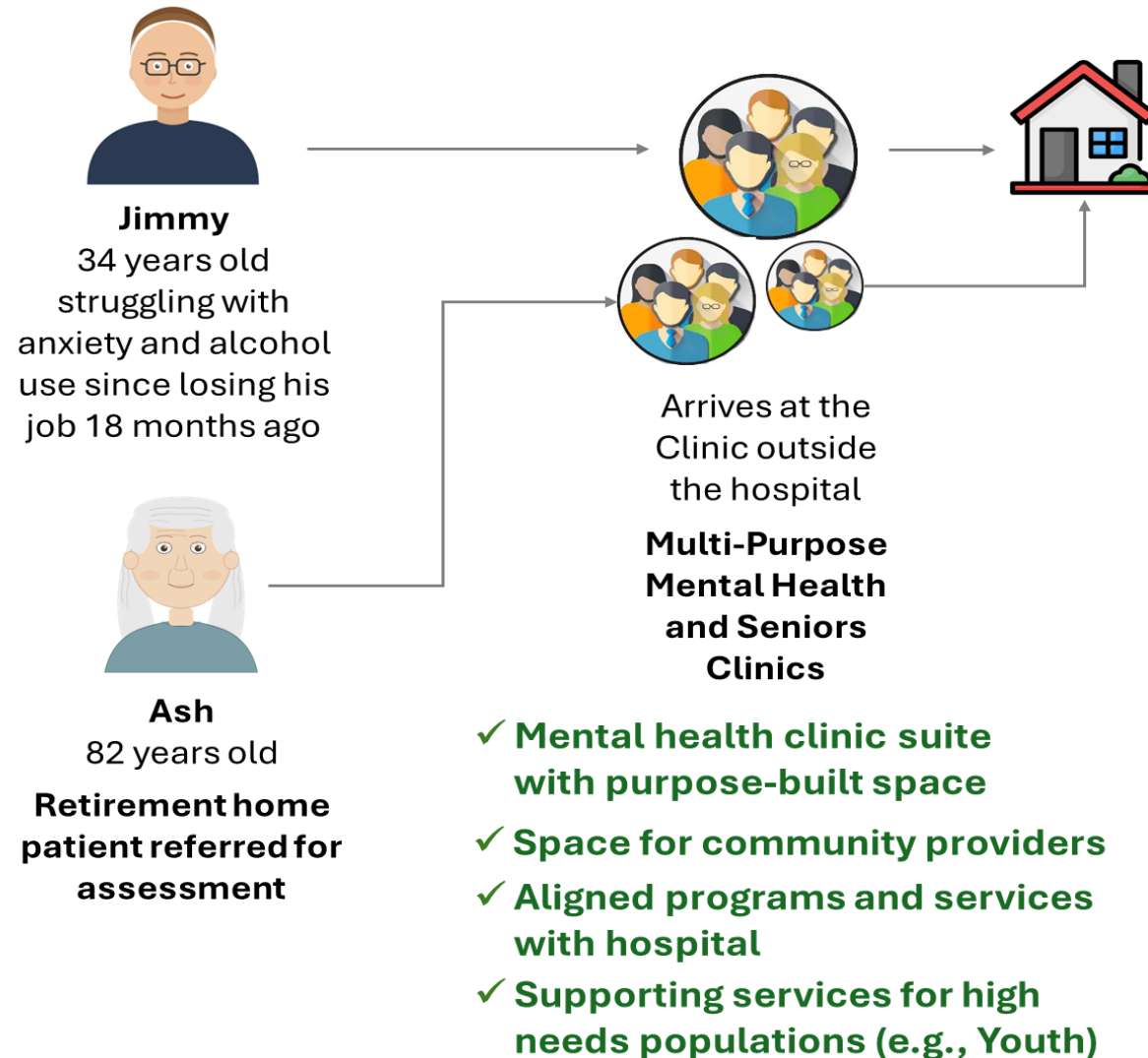
A Patient & Family Journey

The Future of Surgical Procedures



A Patient & Family Journey

The Future of Mental Health & Seniors Care

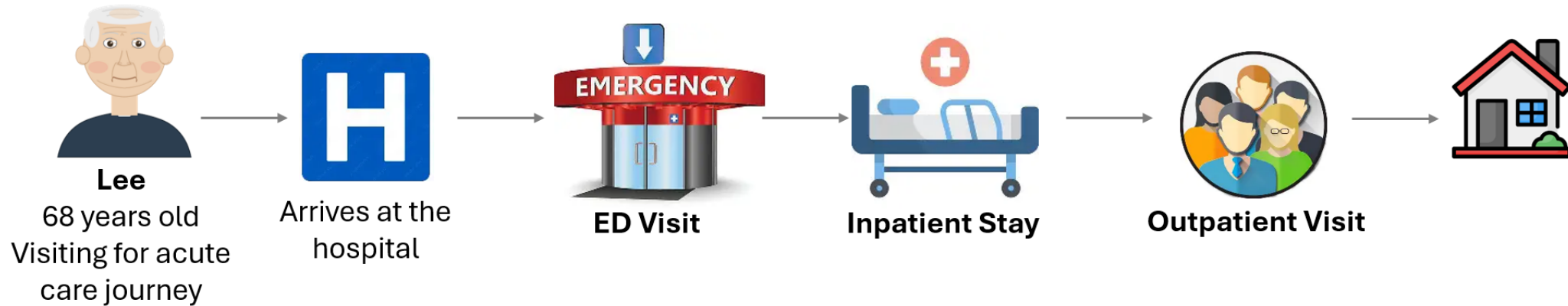


- ✓ The room is quiet – properly soundproofed, private, and calm – nothing like the space he was seen in three years ago
- ✓ The clinic enables access to community resources and teams. CMHA is on site to run larger group sessions
- ✓ Jimmy would never have come to the hospital but is pleased to have this experience at the clinic
- ✓ GAIN clinic supports a lady referred by her retirement home for assessment. The hospital's physiotherapy and occupational therapy supports patient as part of the campus of care model
- ✓ Family of the lady joins by video link to be part of the assessment and care planning

The Campus of Care will co-locate the new hospital, 128–256 long term care beds, mental health services, primary care, and community programs — all in one place.

A Patient & Family Journey

The Future of Clinical Support Services



Lab Services

- ✓ Purpose-built lab suite
- ✓ Efficient lab collections
- ✓ Outpatient lab collection/test
- ✓ Advance technology integration
- ✓ Staffing to meet needs

Imaging Services

- ✓ Redesigned Imaging department
- ✓ Modernize imaging spaces
- ✓ Expand modalities to meet needs
- ✓ Greater regional sharing of images
- ✓ Staffing to meet needs

Pharmacy Services

- ✓ Purpose-Built Pharmacy Suite
- ✓ Increase clinical pharmacist role
- ✓ Raise safety strategies
- ✓ Technology enabled efficiencies
- ✓ Enhance health record integration

IT & Digital Services

- ✓ Advice health record optimization across all clinical programs
- ✓ Eliminate Manual Workflow
- ✓ Build regional informatics capacity
- ✓ Enhance virtual capacity and remote monitoring to extend reach



Campbellford Memorial Hospital

Future Clinical Services Plan New Campus of Care Model - Overview



The Future CMH – What It Means for You

Care Closer to Home

More procedures and specialty care repatriated to Campbellford — less travel for you and your family.

Built for Everyone

A hospital designed for an aging population — with the space, supports, and dignity that older adults deserve and supports everyone in the community

Mental Health Matters

Dedicated spaces and 24/7 pathways for crisis and community mental health — finally at the centre, not the margins.

Space Designed for Needs

Patients have space they need; families have space to meet; teams have space to work - safer, more comfortable, and more respectful of your privacy.

Modern & Digital

Technology that works invisibly in service of care — less paperwork, faster results, and virtual care built in everywhere.

A Campus of Care

Hospital, long-term care, primary care, and community services — all connected on one integrated campus.

Building a New Hospital and Campus of Care Benefits our Catchment Area

Economic Investment Opportunity:

- Our Campus will be one of the largest infrastructure investments in the history of Northumberland County.

Job Growth:

- The Campus will be the largest employer in the area, employing more than 500 people, an estimated 40% increase. New jobs will be created through construction and other new initiatives.

Inter-Organizational Efficiencies and Cost-Savings:

- Co-locating multiple facilities will improve value by minimizing duplication and achieving cost savings in construction and infrastructure, while maximizing collaboration opportunities.

Primary Care Recruitment and Retention:

- Campus of Care will help to attract needed Health Human Resources and Primary Care providers.

Regional Capacity Expansion:

- New acute care and LTC beds will relieve pressures on our area health system (NHH, PRHC, Quinte). The Acute Care crunch will be alleviated through supportive housing and more LTC beds.

Housing

- We envision 50 units of seniors' supportive housing, alleviating local/regional housing pressures. (Similar to the current Multi-Care Lodge)



A Major Employment Hub for the Region

- More than 500 healthcare and support service jobs anticipated.
- Approximately 200 new positions expected.
- Roles across clinical care, diagnostics, administration, facilities, food services and technical support.
- Healthcare employment supports workforce stability and community growth.



500+ Jobs

Total employment supported
by the new Hospital and Long-Term
Care Home

Generating Significant Local Economic Activity

- Employment at this scale represents roughly \$50+ million in annual economic activity.
- Local spending supports housing, retail, childcare, transportation and services.
- Hospitals generate wider economic benefits through workforce and operational spending



\$50+ MILLION

Annual Economic Impact

Construction Will Drive Near-Term Economic Growth

- Construction will require skilled trades, engineers, suppliers and consultants.
- Increased demand for accommodation, food services, fuel and materials.
- Major infrastructure projects generate short-term employment and economic activity.



**Skilled Trades
& Jobs**



**Supports Local
Businesses**



**Stimulates
Regional Growth**

Investing in the Future

- This redevelopment project is a long-term investment in employment and economic resilience.
- By supporting jobs and generating significant economic activity, the new campus will help build a stronger regional future.



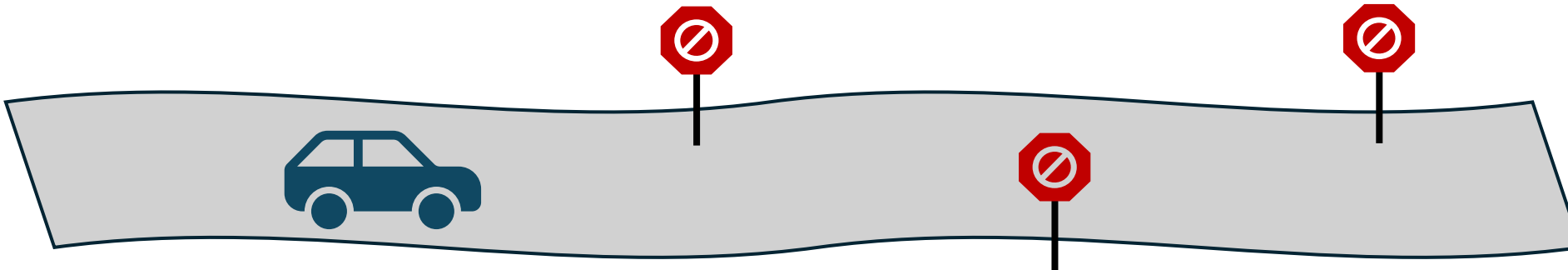
How do Hospitals Get Built in Ontario?

Capital Planning Process & Where We Are Today

The Capital Planning Process – What is it?

All hospitals in Ontario go through the same process to undertake a renovation or build a new building

- Multi-stage process over several years
 - Detail and type of information changes at each step
- Stops and starts for approvals at key milestones
 - Ministry of Health = oversight and approves funding
 - Ontario Health = review of programs and services



The Capital Planning Process – How Long Does it Take?

- Complete project timing varies by project
 - Things in the hospital's control
 - Things outside of the hospital's control
- Why does it take a long time?
 - Hospitals are a major public investment
 - Time is needed to:
 - Plan responsibly
 - Secure approvals and funding
 - Ensure the hospital will meet long-term needs
- The process is long, but it's designed to:
 - Protect public investment
 - Ensure sustainability of the system and infrastructure
 - Deliver the right care in the right place



**Every step taken today brings
the project closer to reality**

The Capital Planning Process

Early Planning

Stage 1.1 Pre-Capital Submission

Stage 1.2 Proposal Development
(Master Program/Plan)

Stage 1.3 Functional Program



Detailed Planning

Stage 2.1 Design 1
(Block Schematics)

Stage 2.2 Design 2
(Sketch Plans)

Stage 2.3 Contract Documents



Construction

Stage 3.1 Award of Contract for Construction

Stage 3.2 Construction

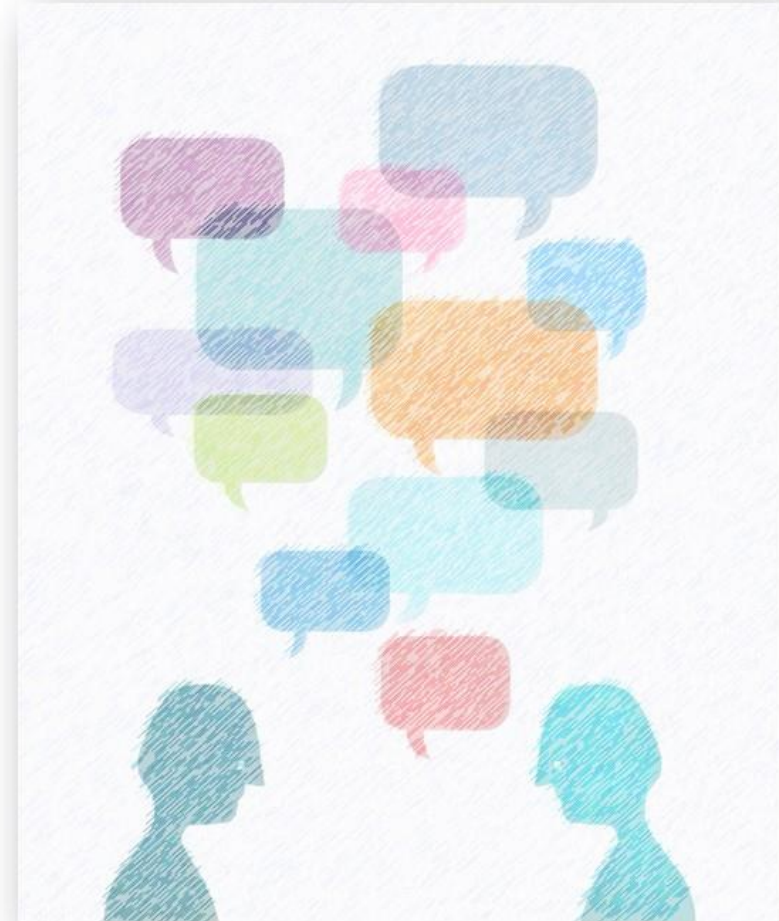
Stage 3.3 Settlement



How is the Community Involved?

- Your voice is wanted and required
- Opportunities to provide input at several stages in the project
- Sometimes the hospital will be providing information to the community (e.g. update), sometimes asking for your input (e.g. what matters most to you?)

Your feedback helps strengthen the plan and demonstrates local support



Who Pays For a New Hospital?

Provincial funding provides most of the investment for a new hospital

Local Share

The non-government funded responsibilities for the project



**Campbellford
Memorial Hospital**



**Community (district and area
municipalities)**



**Campbellford Memorial
Hospital Foundation**

Communities are responsible for:

10% of the eligible construction costs and associated ancillary costs

100% of the costs associated of hospital equipment, furniture, land and required servicing

Where Are We Today & Next Steps

- Working to complete Master Program/Plan
 - Includes consultants, architects, cost consultants and others
 - Broad engagement with staff, physicians, and partners
- Targeting submission in November 2026
- Ministry of Health and Ontario Health will review and ask questions
 - Those negotiations define future scope of project and is the basis for approval to next stage – Functional Programming



We Look Forward to Your Feedback

*Thank
You*

