



NHH

Northumberland
Hills Hospital

NHH Master Planning - Growing Care for the Future

Engagement Forum #1 – NHH Today
November 27, 2025

Welcome from Susan Walsh President and CEO



Table of Contents

1. Welcome and Introductions
2. Territorial Acknowledgement
3. Master Planning Background
4. Master Planning Purpose
5. Master Planning Timeline
6. NHH Services Today
7. NHH Future Growth
8. Community and Partner Engagement

Background

- NHH is currently conducting a collaborative master planning process that will: “develop the future needs for services and project future space requirements to develop a long-term redevelopment roadmap and final proposal for submission and approval by the Ministry of Health.” (Terms of Reference, NHH Master Planning Steering Committee)
- Overseen by a Master Planning Steering Committee and supported by our Project Management Office and external subject matter experts in master planning, architecture and design, and data analysis and projection (Agnew Peckham and Cumulus)
- NHH’s new Master Plan—**the first since this facility was built**—will be informed by you, NHH’s Leadership Team, alongside patients, caregivers, providers, and volunteers as well as our community partners and residents
- Formally launched in May 2025, this project, **titled NHH Master Planning - Growing Care for the Future**, will span approximately 12 months in total and conclude in May 2026 with a formal MEMORANDUM submission to the Ministry of Health and Ontario Health regarding the proposed long-term program and facility requirements of NHH.

Purpose

A hospital **Master Plan** looks farther in the future, **mapping out needs anticipated in future decades**. As such, it will: •





- build on the current strengths of NHH;
- consider the new opportunities and needs identified during visioning exercises and community consultation;
- address current and anticipated government direction regarding hospital service sustainability;
- position NHH for the necessary Ministry approval and support to advance future growth;
- define NHH's role as a strong medium-sized hospital within the system;
- consider how NHH can be an environmental steward by creating a sustainably accountable organization;
- leverage innovation and technology to better enable care for generations to come.

Master Planning Timeline








NHH Services Today

- NHH delivers a broad range of acute, post-acute, outpatient and diagnostic services. Acute services include emergency and intensive care, medical/surgical care, obstetrical care and palliative care.
- Post-acute specialty services include restorative care and rehabilitation. Mental health care, cancer and supportive care, dialysis and other ambulatory care clinics are offered on an outpatient basis.
- NHH offers a full range of diagnostic services, including magnetic resonance imaging (MRI), computed tomography (CT) and mammography.

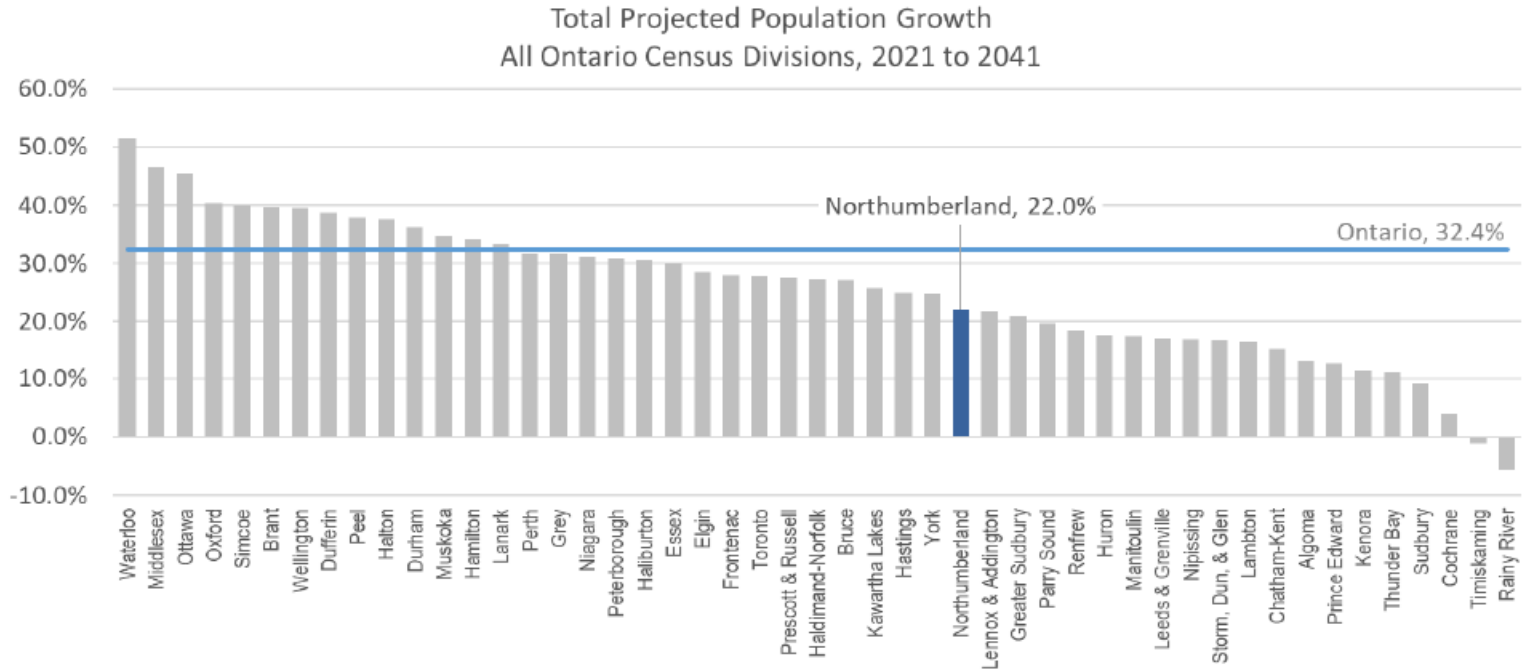
Activity Snapshot		Activity			Year-Over-Year Change (%)
		2022-23	2023-24	2024-25	2022-25
	Emergency Department Visits	37,619	40,022	40,145	↑ 6.7%
	Total Admissions	5,027	5,493	5,833	↑ 16.0%
	Admissions (includes Acute & Post-Acute)	4,490	4,961	5,314	18.4%
	Births	537	532	519	-3.4%
	Total Surgical Cases	5,851	5,955	6,052	↑ 3.4%
	Inpatient	680	711	788	15.9%
	Day surgery	5,171	5,244	5,264	1.8%
	Dialysis Visits (Level I & II)	7,961	8,053	8,564	↑ 15.5%

Medical and Professional Staff		2022-23	2023-24	2024-25
	Total Staff	794	885	895
	Full-time	352	460	444
	Part-time	442	425	451
	Medical Practitioners	169	168	160
	Physicians (including specialists)	160	159	154
	Midwives	9	9	6

Activity Snapshot		Activity			Year-Over-Year Change (%)
		2022-23	2023-24	2024-25	2022-25
	Chemotherapy Visits	14,670	16,083	16,939	↑ 15.5%
	Out-Patient Ambulatory Care Clinic Visits (Excluding Mental Health & Diagnostic Imaging)	15,774	16,474	16,811	↑ 6.6%
	Community Mental Health Total number of visits	37,254	47,319	51,282	↑ 37.7%
	Diagnostic Imaging (all modalities)	–	64,683*	73,106	↑ 13.0%
	Telemedicine Visits	1,587	2,320	1,651	↑ 4.0%

NHH Future Growth

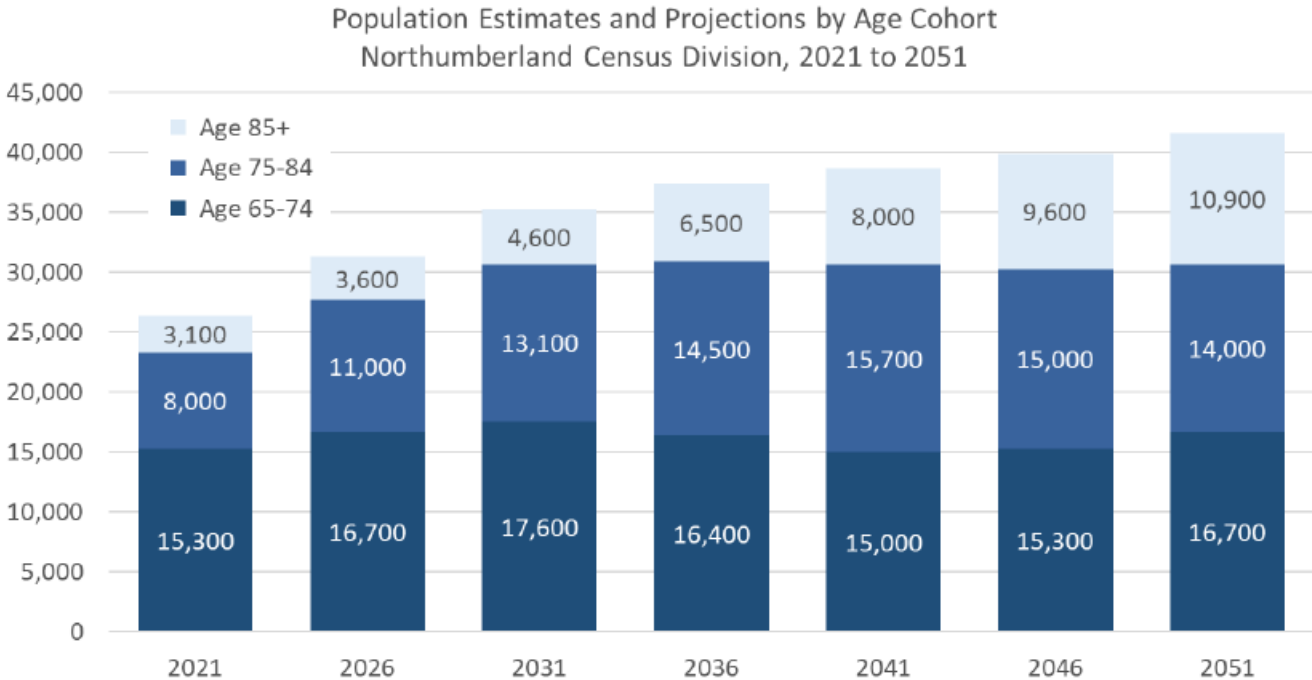
Projected total population growth for Northumberland lower than Ontario



Source: Ministry of Finance (Fall 2024 Release)

NHH Future Growth

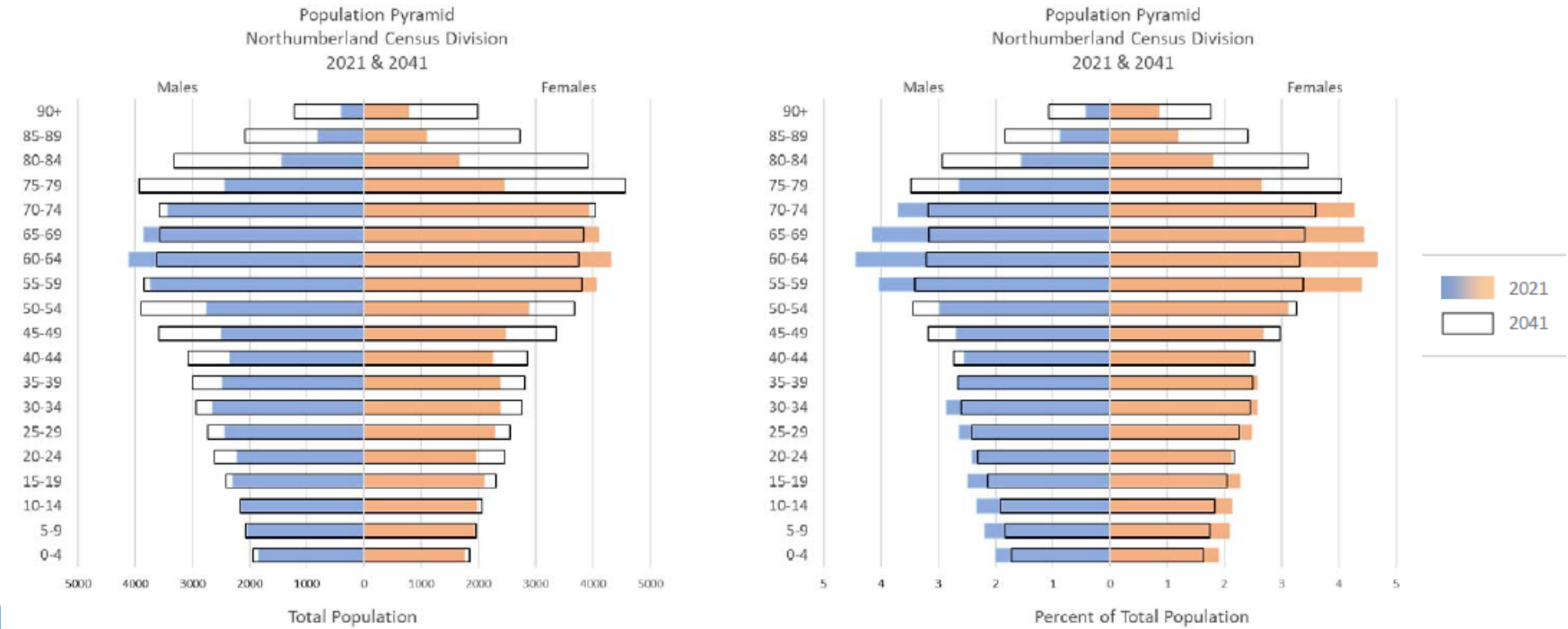
Higher growth among age cohorts that tend to have higher utilization rates



Source: Ministry of Finance (Fall 2024 Release)

NHH Future Growth

Population pyramids demonstrate the growing and aging of the population from 2021 to 2041



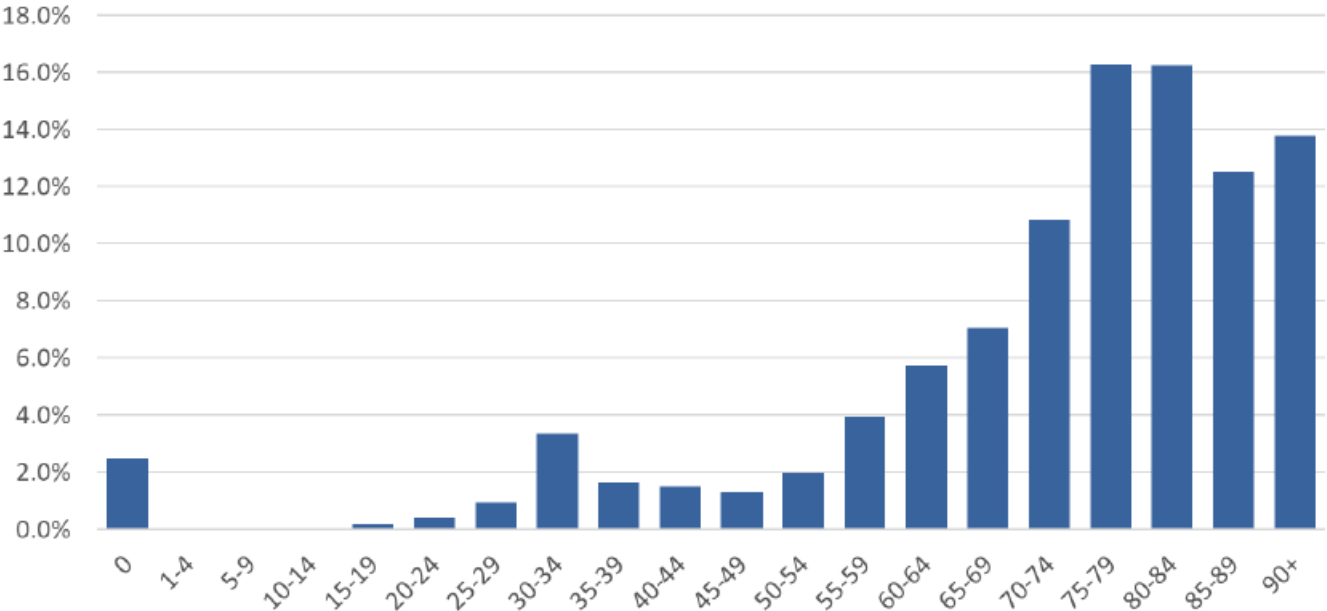
Source: Ministry of Finance (Fall 2024 Release)

NHH Future Growth

Aging effect is significant as over 75% of acute inpatient days are among patients aged 65+



Total Inpatient Day (DAD) Distribution by Age Cohort
NHH, 2023/24



Source: Ministry of Health: IntelliHealth Ontario (DAD Data)

NHH Future Growth – Services

Ambulatory Care

- Consideration will be given to opportunities for shifting clinical activity from inpatient to outpatient, as appropriate; avoiding inpatient admissions and diverting activity from the emergency department; supporting patients in managing chronic disease; addressing gaps in services and unmet need and providing more services closer to home.

Emergency Services

- As the aging population grows and impacts the acuity of patients presenting to the ED, the need for emergency services at NHH will continue to grow.

Critical Care

- Continue to enhance care by increasing the number of airborne isolation rooms and implementing new services such as cardiac interventions, bedside hemodialysis and possibly care of patients requiring long term ventilation as they wait or transition into a CCC LTV program

Maternal Child

- Continue to support new families in Northumberland County by improving the environment of care for women, newborns and other family members

Mental Health

- Community Mental Health services will continue to expand as demand grows

NHH Future Growth - Services

Medicine, Complex Continuing Care and Rehab

- Enhancement of geriatric services, focusing on services for the frail elderly with complex needs and co-morbidities. The addition of complex continuing care (CCC) beds would be a key program direction to further enhance the scope and breadth of geriatric services.

Surgical Services

- The scope of surgery will expand at NHH in the future to provide care closer to home and meet increasing demand associated with an aging population.

Expansion Underway



4th OR Construction and Temporary MRI



Pictured: Inside NHH's temporary MRI

Preparing for Expansion – New MRI Room



Preparing for Expansion – Major Projects – 4th OR



PACU Waiting Area



Preparing for Expansion - Nuclear Medicine



We Want to Hear from You....



Community and Partner Engagement

- 1. What do you value most about Northumberland Hills Hospital and our role as a key partner in the region?**
 - *This helps us understand what matters most to our community and what we should preserve and build upon.*
- 2. What could we be doing better as we partner with you to meet the evolving needs of the members of our community?**
 - *We want to hear your ideas on how we can improve our services, facilities, and partnerships to better serve you.*
- 3. What is happening in our communities, in the current environment, and in your organization, that we should be paying attention to as we plan for the future of our hospital?**
 - *Your insights will help us anticipate future challenges and opportunities, and ensure our plans are responsive and forward-thinking.*

For details on NHH Master Planning, a link to our e-survey and registration links for our next Forum, “Inpatient Priorities and Strategic Partnerships” (December 10), see the Master Planning page on our website here: [Master Planning](#) and follow on all our communication channels.

Thank you for joining us!

