

2023-2028 ACCESSIBILITY PLAN



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Patrick Gaskin, President & CEO (February 17, 2023)
CMH Board of Directors (March 1, 2023)

This publication is available on the Hospital's websites at: <http://www.cmh.org>

Alternative formats available upon request. Please call 519-621-2333 extension 3116 for assistance.

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Message from the CEO

Cambridge Memorial Hospital is in the final phase of a multi-year Capital Redevelopment Project that will be completed in the fall of 2024. The initial phases of the Project provided many opportunities to support us in fulfilling the hospital’s accessibility obligations. As we progress through the final phase of our redevelopment, the renovations of Wing B, we will ensure the accessibility of the facilities, enhancing the lives of all those that use the services. Over the past five years, we have advanced our work in creating a more equitable and accessible hospital.

The 2023-2028 Accessibility Plan builds upon the excellent work undertaken in our previous plans. It has been developed with input from community members, staff and volunteers and with resources offered from both our municipal and provincial governments. It leverages the construction work associated with our current Capital Redevelopment Project to address the physical barriers that have limited our ability to be fully accessible. It is aligned and forms an integral part of our 2022-2027 Strategic Plan.

It is a privilege to provide exceptional acute care services to the people of Cambridge and North Dumfries. Furthermore, it is equally important to ensure that the care we deliver is accessible to all. Removing barriers is a priority for us and promotes our vision of creating healthier communities, together. As President & CEO, it is both a pleasure and honour to present the 2023-2028 Accessibility Plan to you. Please take a moment to review the details of the plan and, as always, your continued support, encouragement and feedback is welcomed.

Sincerely,

Patrick Gaskin, President & CEO
Cambridge Memorial Hospital

Introduction

Cambridge Memorial Hospital is on the Haldimand Tract. After the American Revolution, the tract was granted by the British to the Six Nations of the Grand River and the Mississaugas of the Credit First nations as compensation for their role in the war and for the loss of their traditional lands in upstate New York.

Of the 950,000 acres granted to the Haudenosaunee, less than 5 percent remains Six Nations land. Only 6,100 acres remain Mississaugas of the Credit land. We thank the: Anishinaabe, Haudenosaunee and the Chonnonton for hosting us on their land.

For many years, Cambridge Memorial Hospital has been working to become a more accessible hospital by identifying, removing, and preventing barriers that interfere with access to goods, services and opportunities for patients, visitors, staff, and volunteers.

When the *Accessibility for Ontarians with Disabilities Act* (AODA 2005) was enacted, it provided specific regulations with timelines for all organizations and employers to follow and provisions for accountability. One of the provisions identified in the Integrated Accessibility Standards Regulation (IASR) of the AODA 2005 was the requirement to develop a multiyear accessibility plan (the Plan), to assist the organization in meeting the needs of people with disabilities by using the Regulations of the AODA 2005 as a guide to reach this goal.

This multi-year plan provides a high-level overview of our strategy to continue to meet and exceed the standards in the regulation. It reflects the continued commitment to build a culture of accessibility for members of this community, considering the diverse types of visible and non-visible disabilities.

In keeping with the AODA 2005, this plan was created in consultation with our Accessibility Committee, including representatives from the Hospital, the local community, and employees living with disabilities. In addition, a variety of internal

stakeholders from across all member organizations has been consulted and involved in the planning process.

We are committed to providing equal treatment to people with disabilities with respect to the use and benefit of services, programs, goods, and facilities. We are committed to providing people with visible or non-visible disabilities with the same services, in the same place and in similar ways to all other patients, clients and employees.

We welcome your support and your comments as we strive to make this Hospital the most accessible health care institution in the Waterloo Region.

By sending an email to PatientRelations@cmh.org, our team will be pleased to hear from you. And finally, we invite you to embrace our Mission Statement “An exceptional healthcare organization keeping people at the heart of all we do” as it complements the Hospital’s vision of “Creating healthier communities, together.”

Summary of the Objectives

The following is a summary of the objectives as recommended and endorsed by the appropriate departments at Cambridge Memorial Hospital. The objectives are aligned and embrace our 5-year strategic plan.

The areas of focus are as follow:

1. Employment, includes building community partnerships, targeted recruitment, and job accommodation for staff with disabilities.
2. Information and Communication, focusing on inclusion of persons with disabilities, increasing the knowledge in our leadership team.
3. Customer Service Training, focusing on AODA regulations and professional development.
4. Built Environment, considering accessibility-related designs, accessible washrooms, and accessibility audits.

Each objective has specific project targets and identification of the departments responsible for meeting those targets.

Description of Cambridge Memorial Hospital

Cambridge Memorial Hospital (CMH) has a distinguished and valued history. As a cornerstone for acute care services in the Waterloo Region, CMH has been driven by its desire to serve its community with outstanding services and care. CMH has proven that challenging work by providers who care, a clear dedication to the patient and a willingness to be innovative can lead to great achievements. CMH is regarded for its high-quality care was awarded the highest level of accreditation-by-Accreditation Canada in 2019 and is a Registered Nurses Association of Ontario) RNAO Best Practice Organization.

The hospital is undergoing a major Capital Redevelopment Project, the largest single investment in health care in Cambridge's history. Slated to be finished in 2024, the project has seen the addition of a new state-of-the-art patient care wing (opened January 2020) and is completing renovations to an existing inpatient wing. Once finished, core services will be expanded, and specialty services added to better meet the growing health care needs of the community. Please visit Cambridge Memorial Hospital's website, www.cmh.org for more information.

Cambridge Memorial Hospital is a large community hospital with more than 1,400 dedicated and skilled health care professionals and staff providing primarily primary and secondary services to residents of Cambridge, the township of North Dumfries and the Region of Waterloo. CMH has an annual operating budget of approximately \$181 million. With 190 beds and large ambulatory care departments, CMH provides critical care, surgical, medical, obstetrics and pediatric inpatient and outpatient programs and schedule 1 mental health services.

Summary statistics from 2021/22 are presented below:

▪ Employees	1,440
▪ Medical Staff	250
▪ Volunteers	500
▪ Total Patient Days	59,711
▪ Inpatient Admissions	10,322
▪ Emergency Department Visits	46,124
▪ Ambulatory Clinic Visits	64,342
▪ Newborns	1,578

Cambridge Memorial Hospital Vision

Creating healthier communities, together

Cambridge Memorial Hospital Mission

An exceptional healthcare organization keeping people at the heart of all we do

Cambridge Memorial Hospital

Our 2022-27 Strategic Plan

Vision

Creating healthier communities, together.

Mission

An exceptional healthcare organization keeping people at the heart of all we do.

Values

Caring
 Collaboration
 Accountability
 Innovation
 Respect

Strategic Pillars

Why Accessible health care is important

Healthcare involves everyone, not just healthcare professionals. With one (1) in seven (7) individuals living with a disability, it is important that our services, products, and environment are accessible. Using the *Accessibility for Ontarians with Disabilities Act* (AODA 2005) as our main tool, the Hospital is not only committing resources to meet the obligations but is always looking for ways to improve. Collaboration and true partnership both within and beyond our walls are essential for ensuring everyone's healthcare needs are met. This includes empowering patients, families, and care partners by providing them with the information, tools, and resources to be active partners in their care.

Communication of the Plan

Cambridge Memorial Hospital is pleased to present our 2023-2028 Accessibility Plan which was approved by its Board of Directors on March 1, 2023.

The Hospital's Accessibility Plan is posted on the CMH website: www.cmh.org.

Printed copies are available from the Public Affairs & Communications Department or Patient Experience Lead. On request, the Plan is available in electronic form or large print.

Any accessibility issues can be submitted to the hospital utilizing the contact information provided on the CMH website. We welcome any questions or comments you may have about the multi-year Plan.

Barrier Identification Methodologies

One of the most efficient ways for the Hospital to become aware of the presence of barriers is through the eyes of staff, volunteers, and patients. As they make their way around the Hospital, they become aware of barriers through personal observations or as identified by visitors to the Hospital.

Continuous accessibility audits are another mechanism employed by the Hospital. Recent examples include the audit performed in 2021 following the opening of our newly constructed Wing A. CMH appreciates the need for ongoing site audits and surveys,

particularly within the climate of evolving legislative acts, regulations, building codes, policies, and the like. For this reason, CMH has and will continue to undertake annual site audits of its facilities and operations in search of improved accessibility.

The Hospital engages with the community to understand their needs and expectations and collects their feedback. The feedback and recommendations are used by the Hospital for planning and prioritizing accessibility projects.

As part of CMH’s accessibility initiatives, contact information for patients, visitors, and staff to communicate accessibility barriers to the Chair of the Accessibility Committee and/or the Patient Experience Lead is now available on the CMH web page www.cmh.org

Regardless of the method that these accessibility issues are brought forward, verbal or in writing, these concerns regarding barriers to accessibility are reviewed by the Accessibility Committee. This feedback is used to generate recommendations for the removal of identified barriers, to advance project renovation requests, or to undertake operational initiatives to resolve these specific accessibility issues.

The Accessibility Committee has used the following barrier-identification methodologies in the development of its current Accessibility Plan:

<i>Methodology</i>	<i>Description</i>	<i>Status / Action</i>
Barrier Identification Survey 2021	A hospital wide survey by department to identify barriers to persons with disabilities.	Submitted to Senior Management for approval. Incorporated into barrier remediation initiatives.
Patient Survey	Our patient satisfaction survey provides an opportunity for patients to rate their satisfaction with hospital services.	Feedback collated. Incorporated into barrier remediation initiatives.

Methodology	Description	Status / Action
Patient Relations and Safety Specialists' Report	Report received by the Accessibility Committee. Feedback incorporated into identified barriers.	Feedback collated and included in Accessibility Plan.
Accessibility feedback link on CMH Internet and Intranet	Link for the public and staff to raise Accessibility concerns with the Accessibility Committee Chair and the Patient Relations and Safety Specialists.	Feedback collated and included in Accessibility Plan. Incorporated into barrier remediation initiatives.
Building Planning Audit	Architectural Consultants engaged to review the proposed Capital Redevelopment Project for compliance with Integrated Accessibility Standards Regulation 191/11 (IASR).	Feedback and identified areas of concern have been rectified and incorporated into building construction.

Barrier-Free Development

CMH continues to consider the requirements of persons with disabilities in all architectural aspects of construction of its facilities and site. As we move forward with the current Capital Redevelopment Project, the project has availed us of the opportunity to improve the existing facility and site to address accessibility related issues.

Wherever possible, CMH will improve accessibility related issues or remove barriers when undertaking renovation projects. CMH will continue to utilize as one of its key planning lenses the lens of accessibility to ensure that barrier related concerns are front and centre in all our planning activities being undertaken.

Review and Monitoring of the Plan

The review of existing and new policies, practices and procedures are ongoing at CMH and will continue throughout the 2023-2028 multi-year Accessibility Plan.

CMH currently has a “corporate accessibility policy” that deals with a variety of accessibility related subjects. These specific policies are reviewed every 3 years to incorporate new legislative changes and ensure their applicability and relevance for CMH’s ongoing operations. All policies were last updated in November, 2020 and will undergo a review as part of our 2023-28 multi-year Accessibility Plan in 2023.

In addition to the related accessibility policy noted above, it is an objective of CMH’s Accessibility Committee’s terms of reference to;

“Undertake review of all proposed or updated organizational policies from an accessibility lens / point of view.”

These reviews ensure that the objectives of the policy align with our organization’s accessibility goals and objectives.

Accessibility Accomplishments (Previous Multi Year Plan)

Location / Area	Barrier	Solution	Date Completed
General	Information and Communication	Upon finalization of the 2018-2022 Plan, undertake the following: Communications broadcast reiterating the need and reason for Cambridge Memorial Hospital Accessibility Plan. Email broadcast to reference Plan, link to Plan on Cambridge Memorial Hospital website.	Completed in January 2019
General	Education and Training	As part of the initiation of the new multiyear Plan, undertake updated Cambridge Memorial Hospital Accessibility LMS learning module with staff.	Accessibility at CMH has been implemented and included in the New Hire training package through our revised internal training system
General	Education and Training	Implement a yearlong “Accessibility This Month” topic at all staff huddles, via email communications (e-cast) to cover such topics as 24hr translation services availability, etc.	Completed
General	Education and Training	Develop and undertake a 2018 Accessibility Week – Lunch & Learns with Community Agency(s).	Completed
General	Education and Training	Cambridge Memorial Hospital Accessibility Committee terms of reference have been revised to ensure ongoing education of committee members in the areas of accessibility to ensure alignment, conscientiousness of barriers being identified, and initiative being undertaken.	TOR updated in 2019 2 nd update will be completed in 2022 (Review period of every three years)

Location / Area	Barrier	Solution	Date Completed
General	Corporate Accessibility Policies Update	Review of policies related to accessibility to ensure compliance with evolving regulations.	Completed
General	Unknown Accessibility Barriers	Undertake an accessibility audit as has been undertaken in the past to identify any new or emerging issues; particularly as it relates to interim relocations and construction of Phase 3.	Completed using external consultant certified in AODA requirements
Built Environment	Physical / Architectural Undertake Community Review of New Wing A – Acute Care Facility	Utilize community members that have previously volunteered their services to form a team to undertake a review of the newly completed Wing A, to assess how well planning initiatives were undertaken and to determine if any additional accessibility related barriers have become evident.	Wing A completion was delayed until January 2020 – Due to the current pandemic this item was deferred and completed using an external consultant during the Accessibility Audit in April 2021
Built Environment	Wheelchair Access at Ambulatory Care Entrance	There is currently a curb that exists and does not allow patients to travel down the ramp on a protected sidewalk. Planning solution to be developed and considered as part of Phase 3 redevelopment works.	Completed
Built Environment	Preventative and Emergency Maintenance of Accessible Elements in Public Spaces	Cambridge Memorial Hospital to undertake the development of: Procedures for preventative and emergency maintenance of the accessible elements in public spaces Procedures for dealing with temporary disruptions when accessible elements required under this part are not in working order. S.80(44) of the ISAR	Completed

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Location / Area	Barrier	Solution	Date Completed
Information and Communications	Continued Continuity in Accessibility to Web Content, Cambridge Memorial Hospital Website	Cambridge Memorial Hospital is developing a training plan to educate all the website editors on how to ensure the content they produce is accessible prior to posting to ensure it conforms to current and near future WCAG standards.	Website editors have been trained on how to check to ensure documents meet accessibility standards Prior to posting
Information and Communications	Communications TTY in Emergency	Cambridge Memorial Hospital Clinical Team to collaborate with community resources, nurse management to validate effectiveness and provision of TTY service.	Completed December 2021
Information and Communications	Ensure Cambridge Memorial Hospital Website Documents are Readable by Individuals with Disabilities and Videos Include Accessibility Standards.	Develop guidelines to create accessible Microsoft Office documents Train website editors Identify other software in use for website (example Adobe InDesign) and provide guidelines Provide resources or additional software to check full accessibility before posting.	Completed March 2022
Information and Communications	Ensure Cambridge Memorial Hospital Intranet Documents are Posted with Full Accessibility and Videos Align with	Identify documents not up to accessibility standards Train website editors Post Guidelines to Create Accessible Microsoft Office Documents on the intranet Identify other software in use for website (example Adobe InDesign) and provide guidelines	Completed March 2022

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Location / Area	Barrier	Solution	Date Completed
	Accessibility Standards	Provide resources or additional software to check full accessibility before posting. Correct the documents and repost.	
Information and Communications	Cambridge Memorial Hospital Best Practice in Developing Accessible Documents	Corporate wide planning – education Communicate to managers / physicians / volunteers Post on the Intranet guidelines to create accessible Microsoft Office documents Develop Learning Management System (LMS) training modules (Human Resources to support) Investigate and enable accessibility check by default in Microsoft software Identify other software in use to create resources and or information for patients and make accessible Provide resources or additional software to check full accessibility if necessary.	Completed March 2022
Information and Communications	All Internet and Intranet Websites and Web Content Must Meet WCAG 2.0 Level AA	Train website and intranet editors to create documents from posting to conform to WCAG 2.0 Level AA Ensure website and intranet meet the standards for WCAG 2.0 Level AA	Completed 2021
Information and Communications	Ability to Self-Register at Self Service Kiosks	Ensure any kiosks have accessibility features	Completed 2022
Information and Communications	Specific Accessibility	Cambridge Memorial Hospital to develop the websites Accessibility Services section detailed information to inform patients of	Completed December 2021

Location / Area	Barrier	Solution	Date Completed
	Information on Website	accessibility provisions within the hospital (i.e., voice announcement on elevators, TTY provisions, interpreter services, accessible entrance locations, assistive devices/locations, location of wheelchairs, and others)	
Information and Communications	Communication with Patients with Disability Procedures for Patients in the Community with a Disability to Communicate with Cambridge Memorial Hospital	Collaborate with community resources to establish an effective means of communication that meet the accessibility needs of our community; whether TTY, or the need to consider other options/services. Preparation of policy and procedures for staff.	Completed December 2021
Community (Transportation)	Community Access to Hospital via Regional Transit Services	Review Public Transit Light Rail plans with Region of Waterloo / City Planners to ensure routes and stops support accessible public transit to and from the hospital.	Completed – Both stops that support access to the Hospital support accessible public transit.

*** Note: For Accessibility related initiatives undertaken prior to 2018, please refer to the multi-year Plan for 2013-2017**

Barrier Identification

Based on the results of the above noted methodologies and ongoing compliance requirements associated with the Integrated Accessibility Regulation 191/11, Customer Service Regulation 429-07, ODA (2001) and AODA (2005) requirements the Accessibility Committee proposes that the following initiatives be undertaken as part of its multi-year accessibility Plan.

Remediation Plan 2023-2028

Employment

CMH is committed to advance Health Equity, promote the need for diversity, equity, and inclusion and increase equitable access to healthcare and support a work culture where every individual can reach their full potential.

By expanding our partnerships to include key organizations providing employment support to persons with disabilities this under-utilized and skilled workforce will allow the Hospital to bring in new energy and perspectives to an already vibrant and recognized workforce.

<i>Employment</i>	<i>Description</i>	<i>Responsibility</i>	<i>Timeline</i>
Community Partners	Develop partnerships with community organizations to share ideas, resources, and knowledge.	Accessibility Committee	Sept 2023
Community Partners	Develop partnerships with community organizations who support persons with disabilities in job searches.	Human Resources	Jan 2024
Community Partners	Provide Mentorship support for job seekers e.g., coaching event.	Human Resources	Jan 2024

<i>Employment</i>	<i>Description</i>	<i>Responsibility</i>	<i>Timeline</i>
Recruitment	Increase knowledge of leaders regarding the hiring of persons with disabilities.	Human Resources	Jan 2024
Accessibility Committee Terms of Reference	Review the current accessibility committee structure and include more community and staff members who have disabilities.	Accessibility Committee	Annually by May each year

Information and Communication

Elevate Partnerships in Care highlights the importance of collaboration across all levels to ensure the highest quality and safest care experience. By inviting staff or volunteers with disabilities to participate in the recording of videos or testimonials in promotional articles. Their involvement in this capacity will further demonstrate that the Hospital is an employer of choice, inviting people with disabilities to consider it as an ideal place to work and to volunteer.

<i>Information and Communication</i>	<i>Description</i>	<i>Responsibility</i>	<i>Timeline</i>
Visibility of persons with disabilities	Increase the participation of persons with disabilities when creating CMH or program promotional opportunities.	Corporate Communications	Jul 2023
Recruitment	Increase knowledge of leaders regarding the hiring of persons with disabilities.	Human Resources	Aug 2023
General	Develop an information and communications campaign to share CMH’s new multi-year Plan, including: Communications broadcast reiterating the need and reason for CMH Accessibility Plan.	Corporate Communications	Apr 2023

Information and Communication	Description	Responsibility	Timeline
	Email broadcast to reference Plan and link the current Plan on the CMH website.		
Policy Review	Review and update current CMH accessibility policies regarding current or changing regulations. Confirm the current policies still meet the requirements for accessibility and are aligned to our organizational goals.	Accessibility Committee	Nov 2023
Internal Signage and Wayfinding	Carry out a full review of the current wayfinding and Signage around the hospital paying special attention to the inclusion of Braille	Accessibility Committee	Mar 2024
Internet web site	Update the Cambridge Memorial Hospital customer websites with additional content and clarity	Corporate Communications	Aug 2023

Customer Service Standard

As per Section seven (7) of the AODA Regulations, the Hospital is obligated to provide ‘Customer Service’ training to all staff and volunteers. New employees and volunteers must complete the online training within the first three months of starting work. As the Hospital becomes more aware of the needs of its patient and staff population, it provides a fantastic opportunity to consider and design new training modules to meet those needs.

One of the key pillars in the CMH Strategic Plan is Health Equity to promote, provide and maintain an environment where respect, independence, and dignity are always demonstrated to everyone.

Customer Service	Description	Responsibility	Timeline
AODA Training	As part of the initiation of the new multi-year Plan due to roll out in Jan 2023, undertake updated CMH Accessibility LMS learning module with staff.	Professional Practice	Jan 2023
AODA Training	Undertake a review of the AODA training provided as part of the CMH LMS system and confirm it addresses the current AODA requirements.	Accessibility Committee	Jul 2023
AODA Training	CMHAC terms of reference are revised every three years to ensure ongoing education of committee members.	Accessibility Committee	Apr 2025
Recruitment	Increase knowledge of leaders regarding the hiring of persons with disabilities.	Human Resources	Aug 2023

Built Environment

The hospital is undergoing a major Capital Redevelopment Project, the largest single investment in health care in Cambridge’s history. Slated to be finished in 2024, the project has seen the addition of a new state-of-the-art patient care wing (opened January 2020) and when completed renovations to the existing inpatient wing. Once finished, core services will be expanded, and specialty services added to better meet the growing health care needs of the community.

Built Environment	Description	Responsibility	Timeline
Capital Redevelopment Phase III	Review accessibility features / design of the inpatient wing with the involvement of community partners and AODA specialist Consultants considering best practice and AODA standards and guidelines.	CRP Planning	March 2025

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<i>Built Environment</i>	<i>Description</i>	<i>Responsibility</i>	<i>Timeline</i>
Accessible Washrooms	Carry out review of the current designated accessible washrooms focusing on those identified in the 2021 review and correct, if possible, any noted issues in respect to the current ADOA regulations.	Corporate Planning	Apr 2024
Alarms, Alerts and Codes	Carry out a review of the current practice for alerts / alarms and codes to ensure that individuals who are hard of hearing are made aware using visual means. Implement findings of the review.	Facilities Management	Apr 2024
Unknown Accessibility Barriers	Undertake an accessibility audit as has been undertaken in the past to identify any new or emerging issues; particularly as it relates to the completion of Phase 3 of the major Capital Redevelopment Renovation Project.	Facilities Management	Annually by March each year
Tactile Walking Surface Indicators (TWSI)	Carry out review of all means of egress, access, and paths of travel through the Hospital to identify where any areas require TWSI to be installed.	Facilities Management	Apr 2024