



Campbellford Memorial Hospital

Our Best. Every Day.

What We Heard: Community and Municipal Engagement Findings

Campbellford Memorial Hospital
Redevelopment Project - Stage 1.2



Table of Contents

Executive Summary.....	2
Background and Context	3
Engagement Approach	3
What We Heard.....	4
Theme 1: Strong Support for Redevelopment	4
Theme 2: Preserve the Personal and Community-Focused Nature of CMH.....	5
Theme 3: Improve Access to Services Closer to Home	5
Theme 4: Emergency Department Capacity and Patient Flow.....	6
Theme 5: Enhancing Patient and Family Experience	6
Theme 6: Accessibility, Navigation and Wayfinding.....	6
Theme 7: Technology and Future Readiness	7
Indigenous Engagement	7
Municipal Engagement	8
Conclusion.....	8

Executive Summary

As part of the Stage 1.2 Capital Planning Process for a new Campbellford Memorial Hospital and Campus of Care, a comprehensive community and municipal engagement process was undertaken to better understand the healthcare needs, priorities, and aspirations of the communities served by the hospital. The purpose of the engagement process was to ensure that future planning is informed by those who rely on the hospital today and those who will depend on it in the future. Engagement activities included community presentations, public information sessions, facilitated discussions, meetings with local Indigenous councils, municipal council meetings, and opportunities for written feedback. Collectively, these activities engaged over 500 participants from across the hospital's catchment area.

Feedback was remarkably consistent across engagement methods. Whether participants attended a public session, spoke at a community presentation, engaged through municipal discussions, or provided written feedback, similar themes emerged regarding healthcare needs and expectations for the future hospital.

Participants expressed strong support for the hospital redevelopment and recognized the need to replace aging infrastructure with a modern healthcare facility capable of meeting current and future healthcare demands. While there was enthusiasm for modern facilities, expanded services, and advanced technologies, participants consistently emphasized the importance of preserving the compassionate, community-focused culture that has long defined Campbellford Memorial Hospital.

Several key priorities emerged throughout the engagement process. Participants identified improved access to healthcare services closer to home as a significant opportunity associated with redevelopment. Emergency department capacity, patient flow, diagnostic services, mental health supports, chronic disease management, rehabilitation services, and seniors' care were frequently discussed. Participants also identified the importance of patient and family experience, including communication, privacy, comfort, accessibility, wayfinding, and support services.

Municipal representatives expressed strong support for the redevelopment initiative and generally recognized the significant healthcare, economic, and community benefits that a new hospital could provide to the broader region. While support was widespread, some municipal representatives expressed concerns regarding the long-term ability of municipalities to contribute to healthcare capital projects in an increasingly challenging fiscal environment.

Overall, the engagement process demonstrated broad support for redevelopment and a shared vision of a future hospital that combines modern facilities and expanded services with the personalized, compassionate care that communities have come to value.

Background and Context

Campbellford Memorial Hospital is currently undertaking Stage 1.2 planning activities as part of the Ministry of Health's capital planning process for a new hospital and Campus of Care. The redevelopment initiative is intended to address significant facility limitations while ensuring healthcare services remain responsive to the evolving needs of the communities served by the hospital.

The existing hospital facility is more than seventy years old and faces a variety of infrastructure, operational, accessibility, and capacity-related challenges. Current limitations include aging building systems, overcrowded clinical areas, accessibility barriers, limited private patient accommodations, and infrastructure that does not adequately support modern healthcare delivery models. Planning for a replacement facility reflects both the condition of the existing hospital and the changing healthcare needs of the population served by Campbellford Memorial Hospital.

The proposed vision extends beyond a replacement hospital and includes a broader Campus of Care concept that has the potential to integrate hospital services, long-term care, seniors' housing, and additional healthcare and community support services in a single location. The redevelopment project is intended to create an integrated healthcare campus capable of serving residents for decades to come while improving access to care closer to home.

Community and stakeholder engagement is a critical component of Stage 1.2 planning. Understanding the perspectives of patients, families, healthcare users, municipalities, Indigenous communities, and community partners helps ensure that future planning reflects local priorities and regional healthcare needs.

Engagement Approach

To inform redevelopment planning, Campbellford Memorial Hospital undertook a comprehensive engagement process designed to gather input from a broad range of stakeholders throughout the hospital's catchment area.

Engagement activities included public information sessions, facilitated discussion exercises, Indigenous engagement, municipal meetings, written and online feedback opportunities, and presentations and conversations with community organizations such as local Lions and Rotary Clubs, the Warkworth Community Service Club, seniors' and retirement residences, and other community groups. These outreach efforts provided opportunities to bring information about

the redevelopment directly into communities and hear from residents in familiar and accessible settings.

The Hospital also expanded its use of social media and other digital communications throughout the engagement process, providing regular redevelopment updates, promoting opportunities to participate, and sharing information with a significantly broader audience than could be reached through in-person engagement alone.

The engagement process focused on understanding community experiences with the current hospital, identifying opportunities for improvement, exploring future healthcare needs, and gathering perspectives on what a new hospital should provide for future generations. Discussions encouraged participants to consider both the physical design of a future facility and the programs, services, and experiences they would like to see supported through redevelopment.

Importantly, feedback received through various engagement activities was highly consistent. Similar themes emerged regardless of the demographic group, community, or engagement format involved. This consistency strengthens confidence in the findings and suggests broad alignment regarding healthcare priorities throughout the region.

What We Heard

Theme 1: Strong Support for Redevelopment

The most consistent finding throughout the engagement process was widespread support for hospital redevelopment. Participants generally recognized that the existing facility faces significant challenges and that a replacement hospital will be necessary to meet future healthcare demands.

Many participants referenced limitations associated with the current facility, including overcrowding, lack of privacy, accessibility challenges, limited space, and the absence of modern healthcare features expected in contemporary hospitals. Feedback indicated that community members understand the need for major investment in healthcare infrastructure and view redevelopment as a once-in-a-generation opportunity to improve local healthcare services.

Participants frequently described the redevelopment project as an investment not only in healthcare but also in the long-term sustainability and attractiveness of the region. Access to quality local healthcare was seen as an important factor influencing quality of life, community growth, and the ability to attract new residents.

Theme 2: Preserve the Personal and Community-Focused Nature of CMH

While participants strongly supported a larger and more modern facility, they consistently emphasized that redevelopment should not come at the expense of the qualities that make Campbellford Memorial Hospital unique.

The most commonly cited strengths of the hospital related to staff, culture, and patient experience. Participants frequently described staff as caring, compassionate, dedicated, friendly, and community-oriented. Many respondents emphasized the importance of maintaining a small-town atmosphere where patients feel known, respected, and valued.

Participants consistently described their vision for the future hospital as one that combines modern technology and expanded services with personalized, community-based care. Throughout the engagement process, there was strong support for creating a hospital that is innovative and forward-looking while remaining welcoming, approachable, and connected to the communities it serves.

Theme 3: Improve Access to Services Closer to Home

A recurring theme across nearly all engagement activities was the desire to improve access to healthcare services locally and reduce the need for travel outside the region.

Participants frequently identified services they would like to access closer to home, including advanced diagnostic imaging, dialysis, mental health services, rehabilitation programs, specialist clinics, geriatrics, chronic disease management programs, and other outpatient services.

Many participants noted that travelling outside the region for care can be particularly challenging for seniors, individuals with chronic conditions, those requiring ongoing treatment, and people who do not drive. These challenges are compounded by the limited transportation options available locally, including the absence of local public transit and taxi services in many communities throughout the hospital's catchment area. For elderly residents who no longer drive, accessing an appointment outside the community can require coordinating transportation with family, friends, volunteer services, or other supports.

As a result, accessing clinics and services elsewhere is not simply more time-consuming; it can involve complicated logistics that create an additional barrier to care. Participants therefore viewed the opportunity to access more services closer to home as one of the most important potential benefits associated with redevelopment,

Theme 4: Emergency Department Capacity and Patient Flow

Emergency services emerged as one of the most frequently discussed topics throughout the engagement process.

Feedback often highlighted the need for larger waiting areas, additional treatment spaces, improved triage processes, enhanced patient flow, and clearer communication regarding wait times and delays. Participants also discussed the importance of appropriate staffing levels and facility designs that support more efficient care delivery.

While many of these concerns were frequently raised, participants generally viewed redevelopment as an opportunity to address many of the physical constraints that currently impact the emergency department's ability to meet growing demand.

Theme 5: Enhancing Patient and Family Experience

Participants consistently emphasized that patient experience extends beyond clinical care and includes how individuals and families feel throughout their interactions with the healthcare system.

Common themes included improving communication with patients and families, creating more comfortable waiting and treatment spaces, enhancing privacy, providing areas for family members to stay close to loved ones, and ensuring patients remain informed throughout their care journey. Participants expressed a desire for hospital environments that feel welcoming, respectful, and supportive.

Volunteer support was also frequently discussed. Participants recognized the important role volunteers play in assisting patients, providing information, offering comfort, and helping individuals navigate unfamiliar healthcare environments. Wayfinding assistance, family supports, and opportunities for human connection were also frequently identified as valuable components of a positive patient experience.

Theme 6: Accessibility, Navigation and Wayfinding

Accessibility and navigation were recurring topics throughout the engagement process. Participants emphasized the importance of creating a facility that is easy to understand, accessible to all users, and designed to minimize confusion and stress.

Suggestions included improved signage, better wayfinding systems, logical building layouts, enhanced accessibility features, and clear directions that assist patients and visitors in locating

services quickly and easily. Participants also frequently discussed parking and access to hospital entrances as important considerations that contribute to the overall patient experience.

Many participants viewed accessibility and navigation as fundamental aspects of quality healthcare design and important opportunities for improvement through redevelopment.

Theme 7: Technology and Future Readiness

Participants expressed enthusiasm for modern healthcare technologies and indicated a desire for a future facility that incorporates contemporary equipment, infrastructure, and digital solutions.

Many participants described a future hospital that is technologically advanced while remaining patient-centred and community-focused. Modern diagnostic capabilities, digital navigation tools, innovative facility design, and advanced clinical equipment were frequently referenced as important components of a future-ready healthcare facility.

Importantly, participants did not view technology and personalized care as competing priorities. Rather, feedback suggested broad support for a hospital that leverages innovation and modernization while preserving the human connections that define exceptional patient care.

Indigenous Engagement

As part of the overall engagement process, Campbellford Memorial Hospital met with health officials, as well as Chief and Council, at Alderville First Nation to ensure Indigenous perspectives were included within the planning process. Input received reinforced many themes raised through broader community engagement activities, including the importance of accessible healthcare services, patient-centred care, communication, navigation, and support for individuals and families throughout their healthcare journey.

These meetings highlighted the importance of continuing to incorporate Indigenous perspectives as planning advances and ensuring future healthcare environments are welcoming, inclusive, and responsive to the needs of Indigenous peoples throughout the region.

Municipal Engagement

In addition to community engagement activities, Campbellford Memorial Hospital met with municipal and county leaders from across the broader service area, including Northumberland County, Peterborough County, Hastings County, Trent Hills, Brighton, Asphodel-Norwood, Centre Hastings, Marmora and Lake, Stirling-Rawdon, Madoc, Cramahe, Havelock-Belmont-Methuen, and Alnwick/Haldimand.

Municipal feedback was largely positive and reflected strong recognition of the critical role Campbellford Memorial Hospital plays in supporting healthcare access throughout the region. Municipal leaders generally acknowledged the need for redevelopment and the benefits that a modern hospital could provide for residents, businesses, healthcare providers, and future growth.

The redevelopment project was frequently viewed as an opportunity to strengthen healthcare access closer to home, support growing and aging populations, improve quality of life, and contribute to the long-term sustainability of rural communities. Municipal representatives also recognized the broader economic and social value associated with healthcare infrastructure investment.

While support for redevelopment was widespread, some municipal representatives expressed concerns regarding the ability of municipalities to contribute toward healthcare capital projects amid increasing financial pressures. These concerns were generally raised within the context of supporting the project while recognizing the fiscal realities facing municipal governments.

Conclusion

Community and municipal engagement undertaken as part of Stage 1.2 redevelopment planning demonstrated significant regional interest in the future of healthcare and strong support for Campbellford Memorial Hospital's redevelopment initiative. Across all engagement activities, participants consistently identified the need for modern healthcare infrastructure, expanded access to services, improved patient experience, and enhanced healthcare capacity to meet future demands.

At the same time, participants repeatedly emphasized the importance of preserving the qualities that make Campbellford Memorial Hospital unique. Compassionate care, strong community connections, personal relationships, and a welcoming environment were consistently identified as strengths that should carry forward into any future facility.

The engagement process revealed a shared vision for a future hospital that is modern, accessible, innovative, and responsive to community needs while remaining firmly grounded in the values and culture that have long defined healthcare in the Campbellford region.