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PERSONALLY DELIVERED

His Worship Mayor Fontana & Members, London City Council
Corporation of the City of London
300 Dufferin Avenue
London, Ontario
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Dear Mayor Fontana & City Council Members,

Innovation. It's the lifeblood of any city. It is the difference between mediocrity and success, between status quo and strong growth. Innovation creates business opportunities, employment and prosperity, and enriches the quality of life for everyone. It attracts new capital investment and outstanding talent, leverages opportunity; and, by its very nature, fuels the cycle of resource attraction further. Innovation is what will make London a vibrant community over the next 25 years.

St. Joseph's Health Care London has been an innovator in health care for more than 125 years with global, national and community impact – impact encompassing both leading-edge technology and the care and compassion for which St. Joseph's is renowned.

Today, St. Joseph's is at a pivotal time in its evolution. We have transformed our role, our facilities, and our purpose. We are *redefining what it means to be a hospital in Canada*, as the needs of our community grow and change. To support this transformation, we ask the Corporation of the City of London to consider investing in two **Innovation Streams** with the potential to deliver economic benefit for years to come--an investment that will *foster innovation in healthcare technology, contribute to London's economy through job creation and resource attraction, and keep Londoners healthier and more productive throughout their lives.*

The potential impact of an investment in research efforts in London is enormous. Successful innovation impacts clinical practice, helping to keep patients healthy and productive. An established, recognized community reputation for research excellence acts as a magnet for external funding opportunities, national and international clinical trial work, and medical and research talent. *Investments in research innovation continually fuels a cycle of economic opportunity by attracting capital investment from external funders, a critical mass of highly-trained professionals, even creates the strong potential of spin-off companies.*

With this letter, we introduce a proposal requesting a total of \$10.3M for two *Innovation Streams*.

Innovation Stream #1: Care Innovation for Healthy Communities - \$8.7 M

This Stream would see investment in three key areas that would create care innovation for a healthy community:

- i) **Clinical Research Centre at St. Joseph's Hospital:** Part of the renowned Lawson Health Research Institute, the future *St. Joseph's Hospital Clinical Research Centre* will serve as a hub for hospital-based research in several vital areas of chronic disease. With 1 in 4 people in southwestern Ontario suffering from a chronic disease (*i.e. Diabetes, arthritis, eye disease, mental illness, etc.*), there is a critical and immediate need for 'bench to bedside' research to support preventative care and advance treatment options. The new 18,000-square-foot Clinical Research Centre will work to substantially reduce the complications resulting from chronic diseases, improve quality of life, and prevent hospital re-admissions. A particular focus of the Centre will be Diabetes, molecular imaging, and cardiac rehabilitation.
- ii) **Imaging:** St. Joseph's Hospital was the *first hospital in Canada* to use ultrasound imaging and Magnetic Resonance Imaging (MRI), both now essential, everyday tools in medical care around the world. The next frontier of molecular imaging is its application to medical diagnostics in which short-lived and safe radioactive tags are attached to molecules that will target and reveal diseased tissues in fine detail, not just the anatomy. *This allows sub-types of disease to be identified rapidly and the correct medications or other interventions applied on a more individualized basis.* The immediate applications for this work would be in the area of breast imaging and chronic disease but with wider use across many medical disciplines/diseases.
- iii) **Mental Health Redevelopment:** In the way that today's surgical technique has been transformed by advances such as minimally-invasive robotic surgery, mental health care in Ontario is *just now* experiencing its own evolution in care approach. Mental illness affects as many as 1 in 4 Canadians in a variety of forms. Along with the immediate impacts on those afflicted and their families, mental illness also has an enormous impact on communities in terms of social services, and lost corporate productivity. In 2009, London City Police responded to 1606 mental health calls for service; that compared to 1537 motor vehicle collisions. Mental health care *is* a community issue that impacts city service.

With one of the largest mandates in Ontario, St. Joseph's Health Care London is rebuilding two mental health care facilities in our region--a 156-bed facility in London; and an 89-bed forensic facility in St. Thomas. New facilities featuring bright, open and therapeutic purpose-built spaces that support this new approach to care will replace the current 75-year old London facility, and offer an innovative new care environment for those with persistent mental illness in our community.

Innovation Stream #2: Medical Device Innovation - \$1.6M

Building on its historic commitment to medical inquiry, St. Joseph's Hospital is also becoming a nationally-recognized hub for medical device innovation. **Innovation Stream #2** focuses on Medical Device Innovation and involves two of St. Joseph's pinnacle surgery and treatment programs – St. Joseph's Hand & Upper Limb Centre (HULC) and the Ivey Eye Institute, Canada's largest eye treatment centre. Both world-renowned as centres of excellence in care, teaching and research, a new thrust in medical device innovation will not only advance care, but will attract further education, research and economic interest nationally and even internationally. We believe that this investment builds on the City's interest in positioning London as a national destination for this unique specialty.

Orthopedic Engineering Laboratory – Surgical Mechatronics: St. Joseph's hosts one of North America's most acknowledged group in specialized hand and upper limb surgery. This group has, for many years, developed new devices for orthopedic implants and replacement joints, new placement tools, and new fixatives to prevent device failure. This facility is slated to be doubled in size given the industry demand for partnerships in research and development, for testing facilities and for a linked clinical trials environment.

Ophthalmology Devices Testing Program: The Ivey Eye Institute at St. Joseph's Hospital is one of Canada's largest, and has become a preferred centre for industry to showcase and test new technologies associated with ophthalmic diagnostics and treatments. A national opportunity exists to leverage the Ivey's clinical scope and serve as a test centre for new technologies and modalities associated with Canada's eye care industry, an industry that is also at the forefront of caring for a very large aging, population.

A Unique Opportunity

In 1999, the City of London generously supported hospital redevelopment with a commitment of \$15M (of which \$4.5M was designated for St. Joseph's), toward a \$330M project. *Ultimately, that investment leveraged \$1.4B in construction costs and equipment purchases across London's acute care hospitals, including St. Joseph's Hospital.*

A community feasibility study conducted earlier this spring signaled strong community support for the strategic priorities outlined in this proposal. We are currently in confidential dialogue with other private sector funders about these innovation priorities at present. *Some have indicated that our dialogue cannot advance without knowing what the city commitment to these priorities will be. We believe that a city commitment to this research and clinical platform at St. Joseph's will inspire other private commitments.*

We are the specialty hospital of the tomorrow, right here at home today. With our community partners, we are on the move to re-ignite London's rightful place as a nationally-recognized centre of health care and medical research excellence. London's large medical research base has developed largely without city support, but has been recognized by private funders in our own community and beyond. We ask the city to now consider a leadership gift to support this important local economic driver.

St. Joseph's is proud to be a part of London's fabric and future. "Care" has always been in our name. And, so is "London". We remain committed to doing the best for our community now and long into the future, and invite our community to make a well-placed investment in that future. We would be pleased to present a more detailed proposal at your request on these two **Innovation Streams** and their potential impact on the future of our community.

Sincerely,



Gillian Kernaghan, MD, CCFP, FCFP
President & Chief Executive Officer
St. Joseph's Health Care London



Michelle M. Campbell
President & Chief Executive Officer
St. Joseph's Health Care Foundation