

# FOOD AS MEDICINE, FARM AS THERAPY

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## Planning a food-based social enterprise for the University Health Network



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European Healthcare Design 2018

# AGENDA

**Enablers and barriers of planning an urban farm in a healthcare institution**

- 1 – Social enterprise model**
- 2 – Three key enablers**
- 3 – Three barriers**



# TORONTO REHAB INSTITUTE





# CONSTRAINTS & OPPORTUNITIES



700m2  
of potential  
growing Space

# DESIGN CHALLENGE

A group of people, including several women and one man, are gathered around a large whiteboard in a conference room. They appear to be engaged in a discussion or collaborative work. The whiteboard has various diagrams and text on it. The setting is a professional meeting or workshop.

**How might we design an urban hospital farm that**

- 1- improves patient transition into community and home care, and**
- 2 - is independent from government healthcare funding?**

# SOCIAL ENTERPRISE

## MODEL

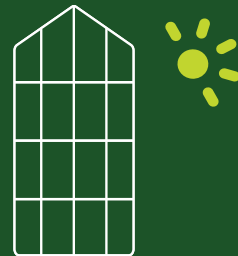
Toronto Rehab Urban Farm Partnership  
(Social Enterprise)



**University  
Health Network**

### Key Responsibilities

- Patients
- Clinical Programs
- Ownership of Infrastructure
- Maintenance/Security

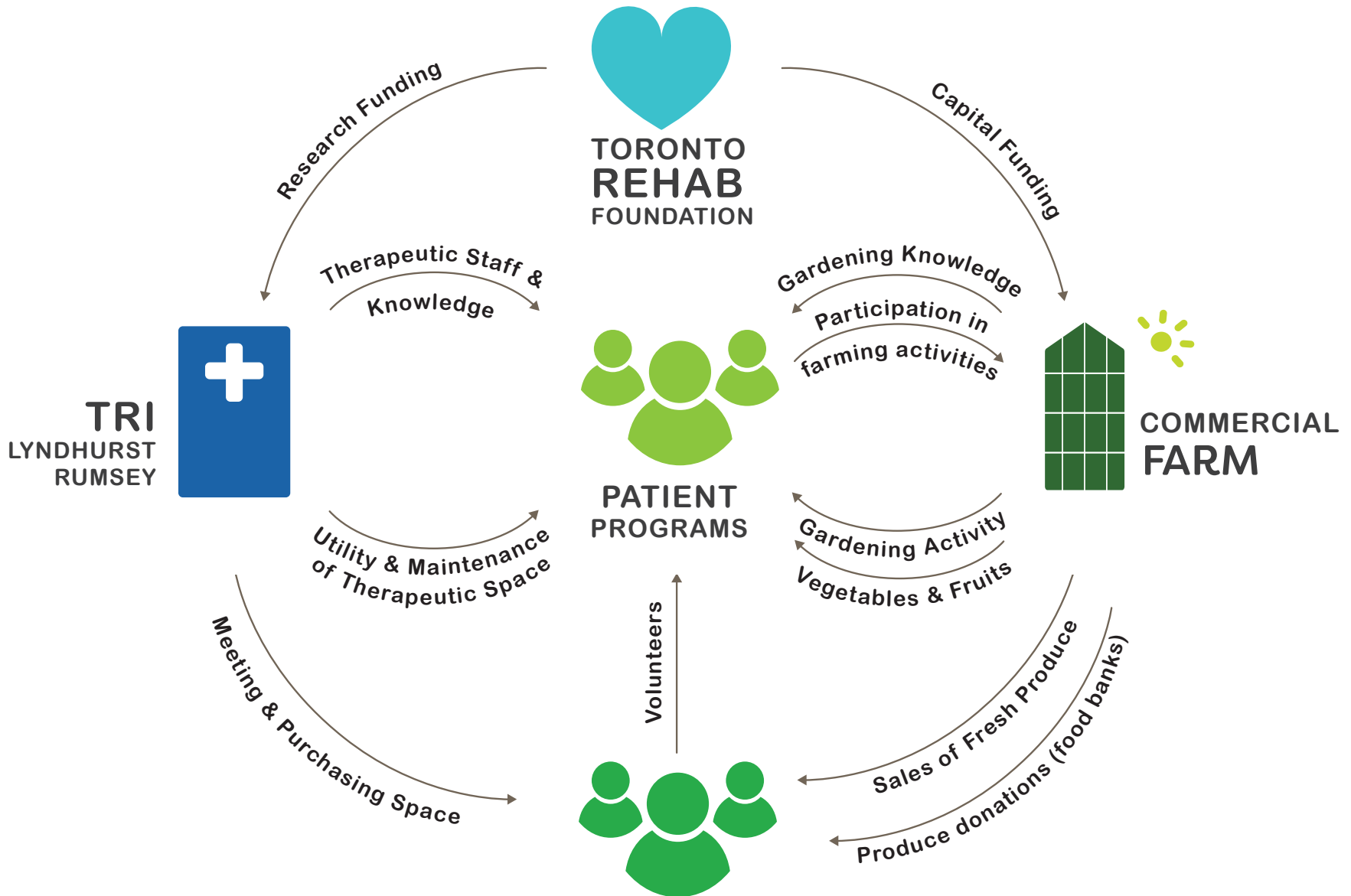


**Commercial  
Farm**

### Key Responsibilities

- Food Production
- Sales and services
- Food logistics for patient programs

# RESOURCE FLOWS



# OPERATING COSTS

## UHN

## COMMERCIAL FARM

**Energy & Utility**  
(Patient area)

\$15,050

\$20,300

**Energy & Utility**  
(Commercial area)

**Supplies**  
(Food/material  
for therapy)

\$3,500

\$10,800

\$23,500

**Supplies**  
(Equipment/material  
for production)

INKIND

**Personnel**  
(Clinical)

Same workload

0.2 FTE

2.6 FTE

**Personnel**  
(Commercial  
operation)

**Personnel**  
(Security and  
Maintenance)

\$15,000

\$10,900

**Professional Fees**  
(e.g. Insurance,  
marketing, etc...)

**TOTAL: \$33,550/year**

**TOTAL: \$212,000/year**



# SOCIAL GOALS



A close-up, low-angle shot of a person's legs as they walk on a wooden plank staircase. The person is wearing bright green pants and dark sneakers with white soles. The wooden planks are a warm, golden-brown color, and the background is a plain, light-colored wall. The overall lighting is soft and natural, creating a sense of movement and progress.

# KEY ENABLERS

# KEY ENABLER #1

*MIDDLE STRUCTURES ACTING  
AS RECEPTORS FOR IDEAS*



**UHN Energy & Environment**



**OPENLAB**

 **UHN**



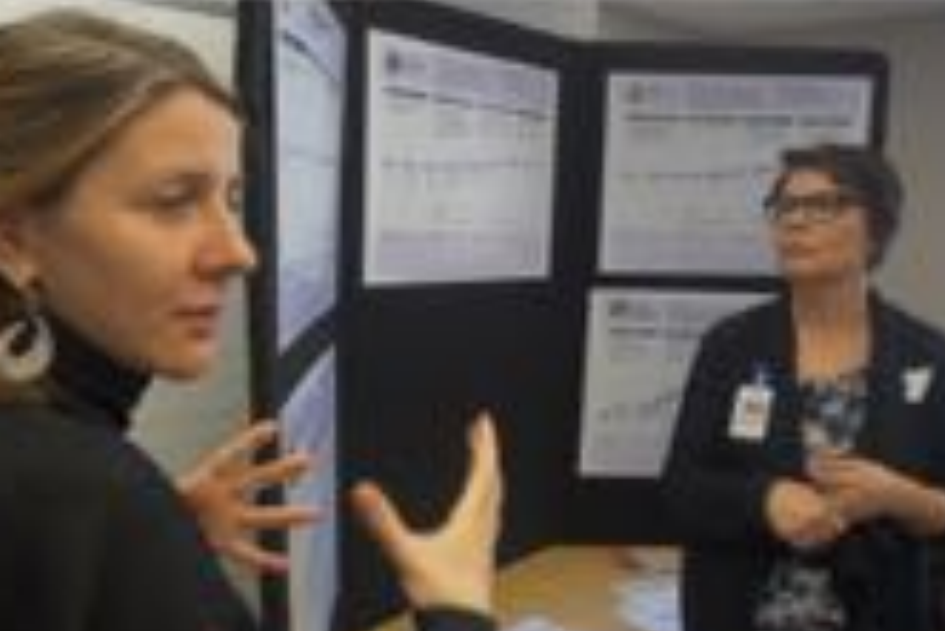
# KEY ENABLER #2

## SOCIAL ENTERPRISE COACHING



**eco**ETHONOMICS  
NEW VALUES • NEW WORLD





# KEY ENABLER #3



## IN-KIND CONTRIBUTIONS



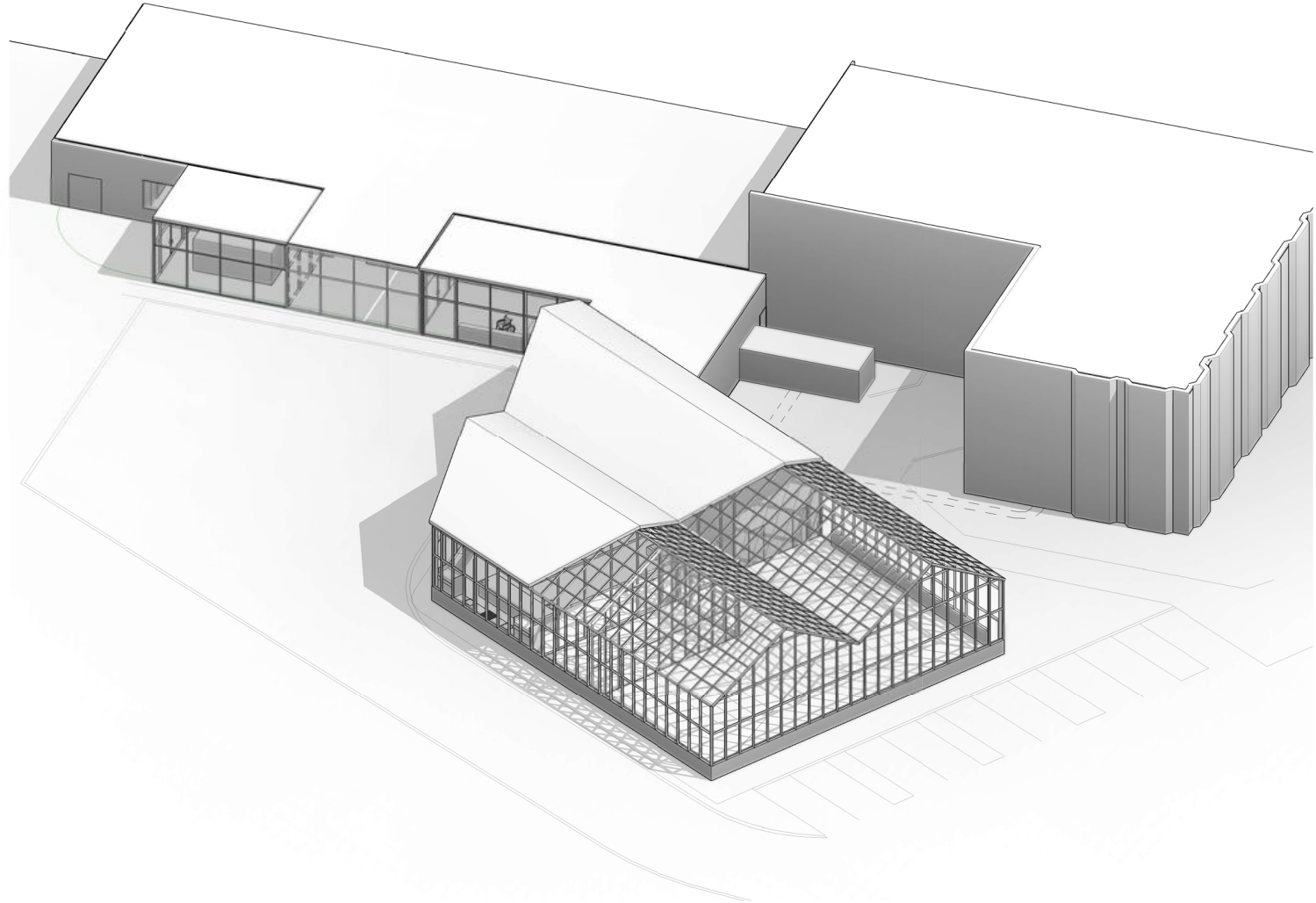
A chain-link fence is the primary focus, filling the frame with its diamond-shaped mesh. The background is a soft-focus landscape of trees and foliage, suggesting an outdoor setting. The lighting is natural, with some highlights on the fence and the background.

**OVERCOMING BARRIERS**



# BARRIER #1

## AVAILABILITY OF SPACE



DRAWING TITLE:  
UHN-Greenhouse\_17-043-B  
Option 2 Roof Axo  
SCALE: 1/200 DATE: JAN 29 2018

50 Park Road  
Windsor, Ontario  
M9W 2N5  
F 416 996 7908  
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DLAH Architects Limited

**dlah**

# DIVERSIFIED SPACES



Landscape Site Plan



# BARRIER #2

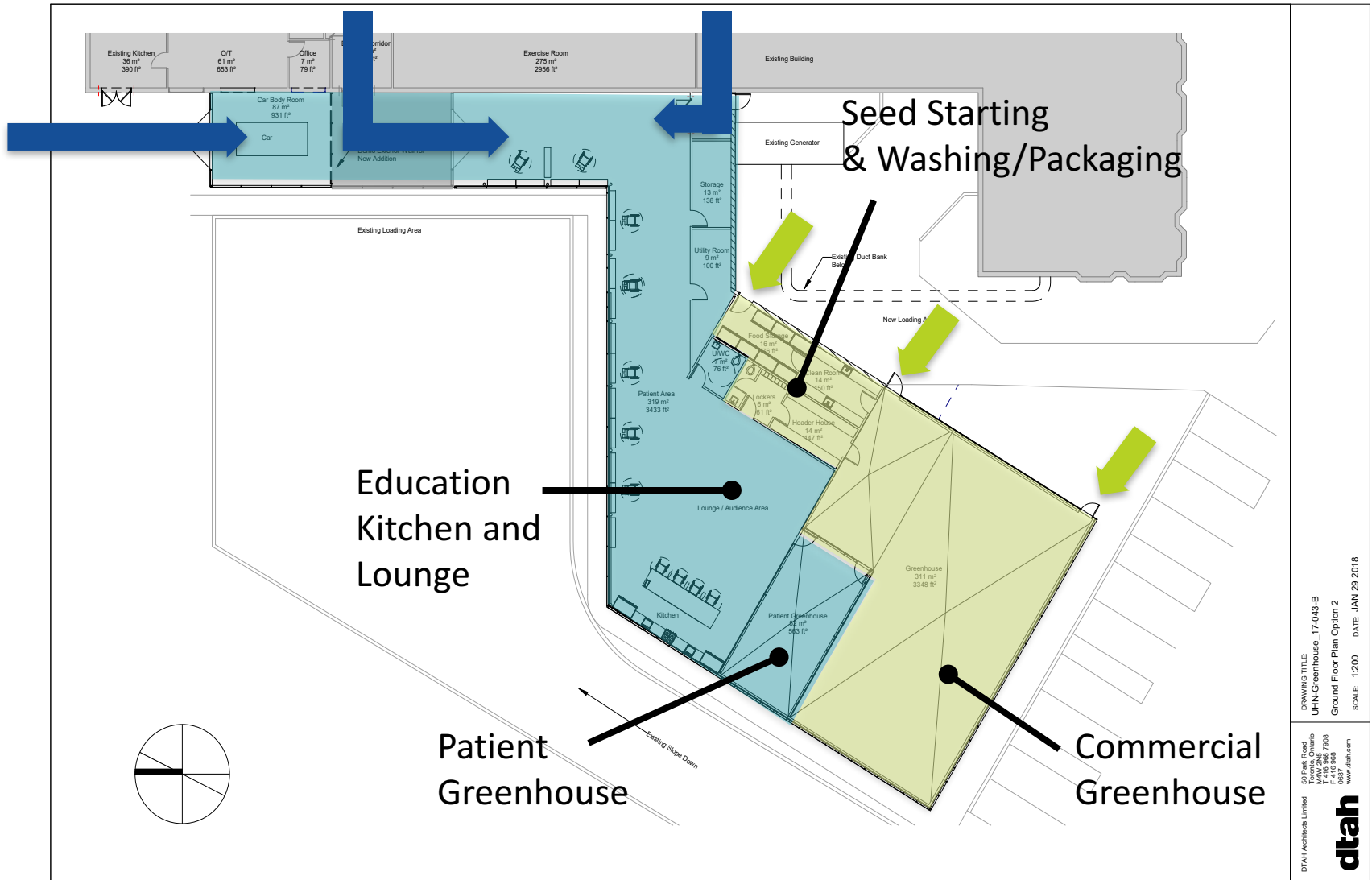
RULES & REGULATION AROUND  
BROADER PUBLIC SECTOR  
PROCUREMENT IN ONTARIO





# BARRIER #3

## FOOD SAFETY & INFECTION PREVENTION





# CONCLUSION

*SOCIAL ENTERPRISE:  
A UTOPIC FUTURE FOR HEALTH?*

# LET'S TALK

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Supported by

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Possibility grows here.

La Fondation

**McConnell**

Foundation

**Ben & Hilda Katz  
Charitable Foundation**



**BROADER PUBLIC SECTOR  
INVESTMENT FUND**

Promoting Ontario Food



**UHN** Toronto  
Rehab  
Foundation