

## **COMMITTEE OF THE WHOLE MARCH 3, 2003**

### **THE VAUGHAN HOSPITAL STUDY TASK FORCE COMPOSITION OF TASK FORCE APPROVAL OF TERMS OF REFERENCE**

#### **Recommendation**

The Commissioner of Planning, in consultation with the Commissioner of Economic/Technology Development and Communications recommends:

That the Vaughan Hospital Study Task Force be composed of:

- Mayor Michael Di Biase, Chair;
- Members of Council, *ex officio*;
- One citizen representative from each ward;
- Two representatives from the medical community practicing or residing in Vaughan;
- Six representatives from the business/development community; and
- Two representatives from the charitable/non-profit sectors.

That the Terms of Reference for the "Vaughan Hospital Study Task Force", forming Attachment No. 1 to this report, BE APPROVED.

#### **Purpose**

The purpose of this report is to:

- Obtain approval of a membership plan for the Task Force in order to begin the process of recruiting members; and
- Obtain approval of the Task Force's Terms of Reference.

#### **Background - Analysis and Options**

##### Origin

The City of Vaughan does not have a public health-care facility within its boundaries. Vaughan residents rely on hospitals located in surrounding municipalities, such as York Central Hospital (Richmond Hill); the William Osler Health Centre (Brampton, Toronto), Humber River Regional Hospital (Toronto) and North York General (Toronto).

For the past twenty years Vaughan has been one of the fastest growing municipalities in Canada having grown from a population of 28,000 in 1981 to approximately 208,000 in 2002. The build out of residential lands designated by OPA No. 600 will see the population rise to 320,000.

With this rapid growth, it will be important to ensure that the City's residents have ready access to the necessary medical facilities. Given Vaughan's current size and ultimate growth potential, it is now appropriate to begin the process to obtain approval for a health-care facility for the City.

It can take a considerable length of time to plan, obtain approvals, finance, design and build a major health-care facility. Under most optimistic scenarios, this could take up to ten years. Starting now will allow the City to respond to the expected growth pressures. In addition, it will allow for the identification of sites in the City, which can be preserved for hospital use. Typically, a large hospital would require up to fifty acres of land. With development occurring at a rapid rate, it will be important to identify and preserve a hospital site in the near future. Otherwise, some of the better opportunities may be lost.

In response, Council has initiated a process which has the objective of bringing a health care facility to the City of Vaughan. A synopsis of Council's recent actions is set out below.

#### Council Action

On September 23, 2002 Council resolved that:

1. Staff be directed to meet with representatives of the Simcoe-York District Health Council, the Regional Municipality of York, York Central Hospital and the Ministry of Health and Long Term Care to discuss the feasibility of establishing a hospital or related health care facility in the City of Vaughan; and
2. That Staff report back to Council on the results of the deliberations at first opportunity.

At its meeting on December 16, 2002, Council received a memorandum from the City Manager (dated December 13, 2002), which was prepared in response to Council's direction of September 23. Council also adopted the following motion:

That staff provide a report to a Committee of the Whole meeting in January 2003, outlining the steps required to form a multi-disciplined study group consisting of all stakeholders to the issue, so as to achieve the development of a healthcare centre in the City of Vaughan.

On January 20, 2003 Committee of the Whole considered a report from Mayor Di Biase recommending that Council adopt a resolution endorsing the creation of "The Vaughan Hospital Study Task Force" and the creation of the "Vaughan Hospital Foundation". In consideration of the report, Committee adopted the following resolution:

That Council hereby endorses the creation of the "Vaughan Hospital Study Task Force" for the purpose of examining the need for a hospital/health-care facility in the City of Vaughan; and the creation of the "Vaughan Hospital Foundation" for the purposes of undertaking community oriented fund raising and advocacy activities in support of the planning, approval and construction of a hospital/health-care facility to serve the City of Vaughan.

That Staff is directed to report back to Council at first opportunity with recommendations in respect of:

1. The creation of the Vaughan Hospital Study Task Force including but not limited to its terms of reference, options for membership, sources of funding and a prospective work plan including public consultation; and
2. The creation of the Vaughan Hospital Foundation including its potential mandate, operating structure, sources of funding and the steps necessary to fulfill the statutory requirements for the creation of a charitable foundation.

Council ratified the recommendation of the Committee of the Whole on January 27, 2003.

This report deals with the creation of the Vaughan Hospital Study Task Force. Staff will provide a separate report at a later date on the measures required to create the Vaughan Hospital Foundation.

## Steps to Approval

In Ontario approval to build a hospital or health-care facility comes from the Ministry of Health and Long Term Care. The Province also plays a major role in financing new facilities, with community contributions playing an important role. The Ministry of Health and Long Term Care relies on the advice of the District Health Councils when it makes a decision on whether to invest in new infrastructure. The mandate of the District Health Councils is to advise the Minister on health matters in the Council's area. York Region is under the jurisdiction of the Simcoe-York District Health Council.

It will be necessary to request that the Minister consider Vaughan's proposal for a hospital or health-care facility. The request will need to be supported by a planning study, which demonstrates the need for the facility. If the Minister is satisfied that there is merit in the proposal, it would then be referred to the District Health Council for a report with recommendations on what actions should be taken by the Ministry of Health and Long Term Care.

The critical first step in the process will be the preparation of the planning study that will support the request to the Minister.

## The Vaughan Hospital Study Task Force

### a) Composition

A health-care facility is an important community asset. Therefore, any initiative to establish a new facility should have strong representation from all sectors of the community. This will ensure that as many users as possible have input into its planning, thereby producing a facility that better responds to the needs of the community. The community is also a rich source of expertise and contacts, which can be an important resource when dealing with the planning and approval processes. In addition, broad based involvement and support helps demonstrate the commitment of the community to the facility, which can be an important consideration for the approval authority.

The composition of the Vaughan Hospital Study Task Force should reflect the community the proposed facility will serve. Therefore, it is recommended that the Task Force be composed of:

Chair: Mayor Michael Di Biase

- Five representatives from the public at large, one from each ward;
- Two members from the medical community practicing or residing in the City of Vaughan;
- Six members from the business/development;
- Two members from the charitable/non-profit sector;
- Members of Vaughan Council, *ex officio*

The Task Force will have fifteen members, excluding the Chair. Members of Vaughan Council would have *ex officio* membership. The Chair and members of Council would have non-voting status, because the Task Force will have a direct reporting relationship to Vaughan Council.

It is intended that the Task Force be small enough to allow for effective discussion, while being large enough to potentially create sub-committees to deal with specific issues like consultant selection, public meetings and communications.

b) Terms of Reference

The draft Terms of Reference for the Task Force form Attachment No. 1 to this report. The following elements of the Terms of Reference are highlighted:

- The Task Force is appointed by and reports to Vaughan Council, to assist it pursuing the approval of a hospital/health-care facility;
- Its purpose is to lead and co-ordinate the preparation of a planning study, which has as its primary purpose, to demonstrate the need for a hospital/health-care facility;
- Its objective is obtain the approval from the Ministry of Health and Long Term Care for a hospital/health-care facility;
- Responsibilities include:
  - Establishing a budget, identifying potential sources of funding and obtaining Council approval for the budget;
  - Developing a communications strategy;
  - To select a consultant, for Council's approval and to undertake the planning study, including the preparation of terms of reference;
  - Confirmation of the consultant's work plan;
  - Supervision of the work of the consultant;
  - Holding of public meetings to increase awareness of the study, identify issues, document community support and to assist the consultant in understanding community needs; and
  - Provide Council with an action plan, which will lead to the approval of a hospital/health-care facility.

Because the planning of health-care facilities is a specialized field, it will be necessary to retain consulting assistance. However, City Staff will play an important role in working with the Task Force and assisting the consultant. It is anticipated that the contributions of City Staff will be broadly based and will touch a number of civic departments. These would include, but not be limited to, the Clerk's Department (Committee Secretariat), the City Manager's Office, Corporate Communications and Economic Development and the Planning Department.

c) Alliances will be Essential

A health care facility is truly a community undertaking. Therefore all elements of the community will need to be brought together if this endeavor is to be successful. The Task Force will be one of the instruments that will begin the process of alliance building.

One alliance which will need to be pursued is with the current health care providers. The chances of success will increase if the aspirations of Vaughan and the current providers coincide

and are mutually supportive. This will enhance the position of the both parties when approaching the approval authority.

It is possible that a Vaughan Hospital may emerge from an evolutionary process which assembles services and facilities at a comprehensively planned campus. In the early phases of development it will be necessary to build alliances with the current provisions in a manner which addresses the immediate and long term needs of both parties.

It will be important to initiate this dialogue as soon as possible.

### **Conclusion**

Good quality health-care is one of the hallmarks of an outstanding community. In addition to providing a much-needed service, a hospital or health-care facility heightens a municipalities' identity, provides economic spin-offs in terms of jobs and supportive development and provides a focus for community involvement and philanthropy.

Vaughan's residents are now served by facilities located outside of its boundaries. This arrangement has been adequate, however as the city grows and matures it will be increasingly necessary to provide more local services geared to the needs of Vaughan. The growing and aging population will need to be served. The facilities in the adjacent municipalities will be under the same pressures and will need to concentrate on serving their host communities.

The City is well on the way to building out the development area that was identified by OPA No. 600. If the City is to pursue a hospital or health-care facility it is now the time to initiate the planning process. It will take a number of years to obtain approval for a facility. Given the lead-time involved, an immediate start is warranted. Further, given the pace of growth, some of the best locations may be lost to development if a site is not preserved in the near future.

The first step in the process is to prepare a planning study to demonstrate the need for a health-care facility in the city. This would be used in support of a request to the Minister of Health and Long Term Care to consider investing in a health-care facility in Vaughan.

In order to prepare the planning study, Council has endorsed the creation of a Vaughan Hospital Study Task Force. This report provides a recommended membership structure for the Task Force and sets out Terms of Reference for its operation. Reporting to Council, the Task Force will provide both oversight and community input and expertise into the preparation of the study. The Terms of Reference define the purpose and objectives of the Task Force and its responsibilities.

Should Council concur with this approach, it is recommended that the recommendations set out above be approved.

### **Attachments**

1. Draft Terms of Reference, "The Vaughan Hospital Study Task Force"

### **Report prepared by:**

Roy McQuillin, Manager of Corporate Policy, ext. 8211

Respectfully submitted,

MICHAEL DeANGELIS  
Commissioner of Planning

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# **ATTACHMENT NO. 1**

## **DRAFT TERMS OF REFERENCE**

### **The Vaughan Hospital Study Task Force**

#### **Authority:**

The "Vaughan Hospital Study Task Force" is a committee appointed by the Council of the Corporation of the City Vaughan to assist it in pursuing the approval of a hospital/health-care facility in the City of Vaughan.

#### **Purpose:**

To lead and co-ordinate the preparation of a planning study which will:

- Demonstrate the need for a hospital or health-care facility;
- Identify the range of services that will be required by the community;
- Provide projections on the amount of floor space required and the land area needed to accommodate the resulting facility;
- Indicate how the hospital/health-care facility could evolve over time in respect of the type of services which may be provided and the resulting size of the facility;
- Identify the costs involved in providing the facility;
- Identify financing options;
- Recommend criteria for identifying and selecting a site and, if required, evaluate site alternatives;
- Recommend an implementation plan and organizational structure as the basis for proceeding to the approval stage and beyond.

#### **Objective:**

To obtain approval from the Ministry of Health and Long Term Care for a hospital/health-care facility to serve the residents of Vaughan and adjacent municipalities. Such approval will begin the processes that will lead to the acquisition of land and the financing, design and construction of the facility.

#### **Responsibilities:**

1. To provide, for the approval of Vaughan Council, recommendations as to the actions required to prepare the planning study necessary to demonstrate to the pertinent approval authority(ies) that there is a need for a hospital/health-care facility in the City of Vaughan;
2. To establish a budget for the required study, to identify potential sources of funding and to obtain approval from Council for the budget;
3. To develop a communication strategy to build awareness of the study with the community, technical agencies and approval authority(ies) and to build support for the concept of a hospital/health-care facility in the City of Vaughan;

4. To select, for the approval of Council, a consultant to undertake the planning study. The Task Force will be responsible for:
  - Developing Terms of Reference;
  - Reviewing Proposals and Short-Listing Candidates;
  - Candidate Interviews; and
  - Recommending a Preferred Consultant.
5. To confirm the Consultant's Work Plan, subsequent to selection;
6. To supervise the consultant's activities to ensure that the contracted study is submitted within budget and in accordance with the parameters of the Terms of Reference and the approved Work Plan;
7. To hold public meetings, as part of the study process and communication strategy to:
  - Increase the Level of Awareness in the Community;
  - Identify Issues Important to the Community;
  - Document the Level of Community Support; and
  - Assist the Consultant in Understanding the Community's Needs and Perceptions.
8. To provide Council with an action plan, based on the findings of the planning study, which will lead to the approval of a hospital/health-care facility for the City of Vaughan and the surrounding municipalities.

### **Resources**

City Staff, in the form of an inter-departmental Technical Advisory Committee, will be provided to the Task Force to assist it in its work.