

COUNCIL MEETING – FEBRUARY 28, 2005

VAUGHAN HEALTH-CARE FACILITY PLANNING AND IMPLEMENTATION STUDY
RECOMMENDATIONS OF THE VAUGHAN HEALTH-CARE FACILITY STUDY TASK
FORCE

Recommendation

Mayor Michael Di Biase, Chair of the Vaughan Health-Care Facility Study Task Force recommends that Council adopt the following resolution:

THAT the resolution of the Vaughan Health-Care Facility Study Task Force, dated February 22, 2005 BE RECEIVED; and

THAT the Council of the Corporation of the City of Vaughan hereby resolves that:

1. The "Vaughan Health-Care Facility Planning and Implementation Study", prepared by IBM Business Consulting Services and GPC International, dated February 25, 2005 and forming Attachment No. 2 to this report, BE APPROVED, subject to the incorporation of any changes that may be required by Council at this meeting;
2. The study document be prepared for submission to the Province, with such preparation including, but not limited to: The drafting of the covering letter, a final editorial review and the preparation of any required appendices;
3. The study be submitted to the Minister of Health and Long Term Care as the basis for Vaughan's request to the Ministry for its support and authorization to proceed with the planning and development processes for a health-care facility in the City of Vaughan on the basis of the recommendations of the study;
4. Prior to its submission to the Ministry of Health and Long Term Care, this report and the accompanying Vaughan Health-Care Facility Planning and Implementation Study, be forwarded to the Regional Municipality of York with the request for its support in principle for the actions recommended in this resolution;
5. The Minister of Health and Long Term Care be advised that Vaughan Council and the residential and business communities of the City of Vaughan are committed to working in partnership with the Ministry, the newly created "Central Area" Local Health Integration Network and all affected stakeholders to develop a health-care facility and system that will serve the needs of our rapidly growing communities, while being a catalyst for innovation and change in the delivery of health-care services;
6. The citizen members of the Vaughan Health-Care Facility Study Task Force are hereby thanked for their on-going support, input and guidance in the successful completion of the Vaughan Health-Care Facility Planning and Implementation Study;

Purpose

The purpose of this report is to:

- Obtain Council's approval for the "Vaughan Health-Care Facility Planning and Implementation Study", as recommended by the Vaughan Health-Care Facility Study Task Force;
- Obtain direction to submit the Study to the Ministry of Health and Long Term Care with the request for the Ministry's authorization to proceed with the planning and development of a health-care facility in the City of Vaughan;
- Obtain direction to seek support in principal from the Region of York for the actions recommended in this report, prior to the submission of the request to the Minister;
- Advise the Minister of the municipal and public commitment to the project; and
- Express appreciation for the work of the Task Force members in the preparation of the Vaughan Health-Care Facility Planning and Implementation Study.

Background and Analysis

a) Major Milestones

- January 27, 2003 – Vaughan Council creates the Vaughan Health-Care Facility Study Task Force;
- March 31, 2003 – Council approves the composition of the Task Force;
- April 29, 2003 – Inaugural meeting of the Vaughan Health-Care Facility Study Task Force;
- June 10, 2003 – The Task Force authorizes the preparation of terms of reference for a consulting study to form the basis for a request to the Ministry of Health and Long Term for its support for further work on a Vaughan Health-Care Facility. The Task Force also appoints a "Consultant Search Sub-Committee";
- September 22, 2003 – Council authorizes the Task Force to proceed with "The Vaughan Health-Care Facility Planning and Implementation Study" and to report back to Council for the purposes of obtaining ratification of the Task Force's recommendation;
- November 27, 2003 – Terms of reference for the study are issued, with a closing date of January 15, 2004 for the submission of proposals;
- January 15, 2004 – A total of six proposals were received. The Consultant Search Sub-Committee evaluated the proposals and selected two proponents for interviews, which were held on February 5, 2004. The sub-committee selects the proposal from IBM Business Consulting Services and GPC International;
- February 19, 2004 – The full Task Force meets to consider the recommendation of the Consultant Selection Sub-Committee. The Task Force ratifies the recommendation of the sub-committee and directs that its recommendation proceed to Vaughan Council for its consideration;
- February 23, 2004 – Vaughan Council ratifies the Task Force's selection of IBM Business Consulting Services and GPC International as the consulting team to be retained to conduct the "The Vaughan Health-Care Facility Planning and Implementation Study";

- June 15, 2004 – Task Force Meeting with the Partner's Working Group and presentation by the consulting team on the initial findings from the study;
- July 28, 2004 – The consulting team conducts a Visioning Session with the Task Force;
- October 19, 2004 – The Task Force meets to review supporting data for the study, obtain validation for the vision for the health-care facility and direction to proceed with the drafting of the study; and to obtain authorization to hold a public information meeting;
- November 16, 2004 – A Public Information Meeting is held in the Council Chambers, with a presentation by IBM Business Consulting Services;
- December 13, 2004 – Receipt of draft "Vaughan Health-Care Facility Planning and Implementation Study". Study sent to Task Force members for their review in advance of the next meeting;
- January 18, 2004 – The Task Force Meets to finalize the study for submission to Vaughan Council. On review, the Task Force directed that additional work be undertaken and that the revised report be submitted to a Task Force meeting on Tuesday, February 22, 2005.
- February 22, 2005 – After consideration of the revised study, the Task Force adopted the following resolution.
 1. The draft "Vaughan Health-Care Facility Planning and Implementation Study", as prepared by IBM Business Consulting Services and GPC International, dated February 10, 2005 BE APPROVED, subject to any modifications required by the Task Force at its meeting of February 22, 2005;
 2. The consulting team proceed with the finalization of the draft report on the basis of the direction provided by the Task Force;
 3. The report BE SUBMITTED to Vaughan Council for its endorsement and action;
 4. The Council of the Corporation of the City of Vaughan is hereby advised that the Task Force is in full support of the "Vaughan Health-Care Facility Planning and Implementation Study" and that the Task Force recommends that Council proceed with the following:
 - a) The submission of said study to the Ministry of Health and Long Term Care along with the request for the Ministry's authorization to proceed with the planning and development processes for a health-care facility in the City of Vaughan on the basis of the recommendations of the study; and
 - b) Seeking support in principle from the Region of York for the study and the actions approved by Vaughan Council prior to submission to the Ministry of Health and Long Term Care.

As a result of the resolution of the Task Force, this matter has been brought forward to Council for its consideration and action.

b) The Vaughan Health-Care Facility Planning and Implementation Study
The Vaughan Health – Campus of Care
Executive Summary

A synopsis of the study is contained in the Executive Summary. It has been excerpted and it forms Attachment No. 1 to this report. The complete report is available to the public from the Vaughan Clerk's Department.

c) The Approval Process

The submission of the Vaughan Health-Care Facility Planning and Implementation Study represents completion of the first stage of work on the path to the construction of a health-care facility. The process, as prescribed by the Province, has the following milestones:

- Stage 1: Preparation of a supporting proposal in order to obtain approval from the Ministry of Health and Long Term Care to proceed with more detailed planning for the facility. The submission of the "Vaughan Health-Care Facility Planning and Implementation Study" and direction from the Province to proceed will complete this stage;
- Stage 2: Development of the Functional Program for the facility. This will require Ministry approval of the Functional Program and Capital Costs;
- Stage 3: On approval from the Ministry of the Functional Program, the process moves to Preliminary Design Development, which provides a more detailed level of facility design by giving greater architectural expression to the functional program. Costs are further refined at this stage.
- Stage 4: At this stage, contract documents are developed, which will include the construction drawings. Approval of the construction drawings from the Ministry of Health and Long Term Care is required prior to moving to the next stage.
- Stage 5: Implementation. Approval from the Ministry of Health and Long Term Care is required before construction contracts can be awarded.

Based on an aggressive design program, it may be possible to complete Stages 2 through 4 in five years, from the date of the Province's approval to proceed with the further planning and design of the facility. However, the timing of implementation will depend on a number of issues, foremost of which will be the availability of capital funding and ultimately, the ability to sustain the operating costs when the facility opens. Typically, capital funding is provided jointly by the community and the Province. Strong community support is already evident with the establishment of the Vaughan Health Care Foundation.

The timing of the availability and the allocation of the required funds cannot easily be predicted. This heightens the level of uncertainty surrounding the start date for construction. However, the Vaughan Health concept sets out a broadly based solution to the challenges of health-care delivery in the Twenty-first Century. Its refinement will entail working closely with the Province and other stakeholders throughout the approval process. These relationships will provide

opportunities to identify, address and overcome barriers to the implementation of what will be a truly innovative facility and system of health-care services.

d) Next Steps

The immediate objective is to forward the Vaughan Health-Care Facility Planning and Implementation Study and the Council resolution to the Minister of Health and Long Term Care. The resolution is specifically requesting support from the Ministry to proceed with the planning and development of a Vaughan health-care facility on the basis of the recommendations of the study.

As a precursor to submission to the Ministry, the resolution also calls for the report and study to be forwarded to the Region of York with the request that the Region support in principle the actions identified in the Council resolution. The Region is an important player in health-care delivery due to its role in health promotion and protection, emergency medical services and in the provision of social services. Regional endorsement will help position the Vaughan facility in its intended context, as a partner in the delivery of health-care services on a regional scale.

The target date for consideration by Regional Council is March 31, 2005. The City will need to work with the Region to ensure that this timeline can be met. If Regional Council deals with the study on this date, it will be possible to submit the request to the Ministry in the latter half of April.

A number of processes will need to be undertaken prior to submission. This will include a final editorial review to optimize the quality of the presentation. A number of supporting appendices will be prepared, which may include: The list of the Task Force members, all relevant Task Force, Vaughan Council and Regional Council resolutions, registration particulars for the Vaughan Health Care Foundation, letters of endorsement which may be received from the public or stakeholders and website information. The submission will be made under a covering letter from the Mayor as Head of Council and as the Chair of the Vaughan Health-Care Facility Study Task Force.

Communications and outreach to the public, stakeholders and the media will be an important consideration throughout this process. It will be necessary to develop and implement measures that will build awareness and support for the Vaughan Health concept. Short-term opportunities will be assessed by the Task Force, for the period leading up to the submission of the study to the Ministry of Health and Long Term Care and shortly thereafter. The expertise of the Corporate Communications Department will be drawn upon as required.

Relationship to Vaughan Vision 2007

This report and the actions recommended herein are consistent with priorities previously set by Council respecting the objective of promoting community safety, health and wellness.

Conclusion

The completion of the Vaughan Health-Care Facility Planning and Implementation Study is an important milestone in the evolution of the City of Vaughan. The study provides the basis for a request to the Ministry of Health and Long Term Care for its support for further work on the planning and development of a health-care facility in the city. The study

identifies a compelling case for a community hospital that can serve both the city and the residents of adjacent municipalities.

However, the study goes well beyond identifying the need for a new hospital. It projects a new paradigm for the delivery of health-care services at the community level. The Vaughan Health model is based on the comprehensive integration of services through all levels of treatment. It emphasizes innovation through a flexible campus setting (Campus of Care), the use of new service delivery models, E-health technology to facilitate service integration and creative, cost-effective and patient friendly facility design.

The Vaughan Health solution is consistent with the Province's agenda for health-care reform and transformation. It emphasizes wellness and education and facilitates primary care and chronic care reform. The result is more than just a hospital. It is an integrated model for health-care delivery that can serve both as an agent of change and as a benchmark for the entire Province.

The process is still in its very early stages. Stage 1, as identified above, is approaching completion. Moving to the next step will allow more detailed design and development work to take place. The subsequent design stages may be completed in five years if an aggressive timeline is adopted. However, the timing of construction will depend on the availability of the necessary funds.

Because the concept is highly innovative and extends beyond the boundaries of a traditional hospital, co-operation and consultation with all stakeholders will be an important part of the work plan for all subsequent stages of work. It will be necessary to work closely with the Ministry of Health and Long Term Care to develop the concept to its maximum potential.

In order to proceed to the next step, it is recommended that Council adopt the resolution approving the study. This will allow the study to proceed to the Region of York to obtain its endorsement, prior to its submission to the Ministry of Health and Long Term Care. The target date for consideration by Regional Council is March 31, 2005. This would allow the study and request to be submitted to the Ministry in the latter part of April.

Attachments

1. The Vaughan Health-Care Facility Planning and Implementation Study – Executive Summary
2. The Vaughan Health-Care Facility Planning and Implementation Study – Full Version
(Councillors Only: The Full Version is available in the Clerk's Department for Public Review)

Report Prepared by:

Roy McQuillin, Manager of Corporate Policy, ext. 8211

Respectfully submitted, on behalf of the Vaughan Health-Care Facility Study Task Force,

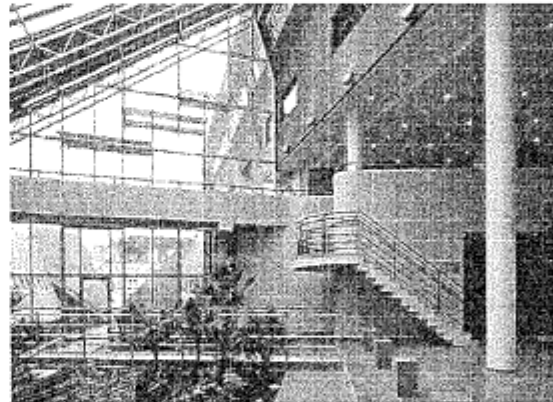
Mayor Michael Di Biase
Chair, Vaughan Health-Care Facility Study Task Force

Vaughan
HHealth
 Campus of Care



Needs Assessment and
 Vision for the Future

Phase 1
 Health Care Facility Planning Report
 February 25, 2005



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4. **An Aspiration to be the Catalyst for Transformation:** Vaughan Health will provide a process for implementing Ontario's Health Care Transformation agenda:

Transformation Priorities	How Vaughan Health will Meet the Priority
Local Health Integration Network (LHIN)s	<ul style="list-style-type: none"> • Introduction of new health care delivery models designed to facilitate integration of services and meet the health care needs of the population • Campus of Care model will provide a broad range of service options for the population
Family Health Teams (FHT)	<ul style="list-style-type: none"> • FHTs can be linked to the community using the Campus of Care as the host organization • Services delivery models and technology will link the FHTs to other providers within and beyond the Campus of Care
Reducing Wait Times	<ul style="list-style-type: none"> • Programs and services offered on the Campus of Care reflect priority needs and gaps in services thus facilitating a reduction in wait times

5. **A Clear Vision:** The vision for Vaughan Health Campus of Care builds on the province's objective of renewing the health care delivery system at the local level. Integration, partnership and innovation are the cornerstones of this vision.

6. **An Agenda for Action:** The Study Task Force and Foundation are ready to move to site acquisition and are anxious to begin work on the second phase of planning for the development of Vaughan Health. Considerable planning has already occurred to identify and preserve a location for the new health campus.

There is very strong and committed community support for the envisioned **Vaughan Health Campus of Care**. Vaughan Health aspires to be the integrated model of health care for all of Ontario. Innovative service design, technologies and partnerships will be leveraged to realize this vision which is summarized below.

Our vision for health care in Vaughan, for the decades to come, is centered on being the integrated model of care for all of Ontario – the VAUGHAN HEALTH CAMPUS OF CARE.

Our vision for Vaughan Health includes a CAMPUS OF CARE comprised of a COMMUNITY HOSPITAL fully integrated with a PARALLEL COMMUNITY SERVICES NETWORK which includes a wellness centre, family health team and long term care services as well as other providers.

INNOVATION will be an important planning principle during the development phase. The Vaughan Health Campus of Care will operate on the leading edge of innovation that is:

- **INTEGRATED** with services and facilities both within and beyond Vaughan Health through new service delivery models, partnerships and supportive technologies to ensure seamless service delivery and service excellence,
- **E-ENABLED** through new and emerging information and clinical technologies to facilitate provider collaboration, client engagement and service efficiency and effectiveness,
- Focused on **WELLNESS, PREVENTION** and **HEALTH PROMOTION** to keep individuals as healthy as possible and,
- Supportive of Ontario's **TRANSFORMATION** agenda to ensure timely access to integrated and client-centered health services.

PARTNERSHIPS will be forged between Vaughan Health, the community it serves and other providers and stakeholders. Vaughan Health will be the first health care facility to be designed and developed in partnership with the Local Health Integration Network. The new health care facility will support collaboration between providers within and beyond Vaughan Health. Other key stakeholders will also be invited to shape Vaughan Health - the University of Toronto given its leadership in health care related research and education and York University given its growing health sciences program, a program that emphasizes promoting wellness, not just treating illness.

The following illustration elaborates on the vision for the Vaughan Health Campus of Care:

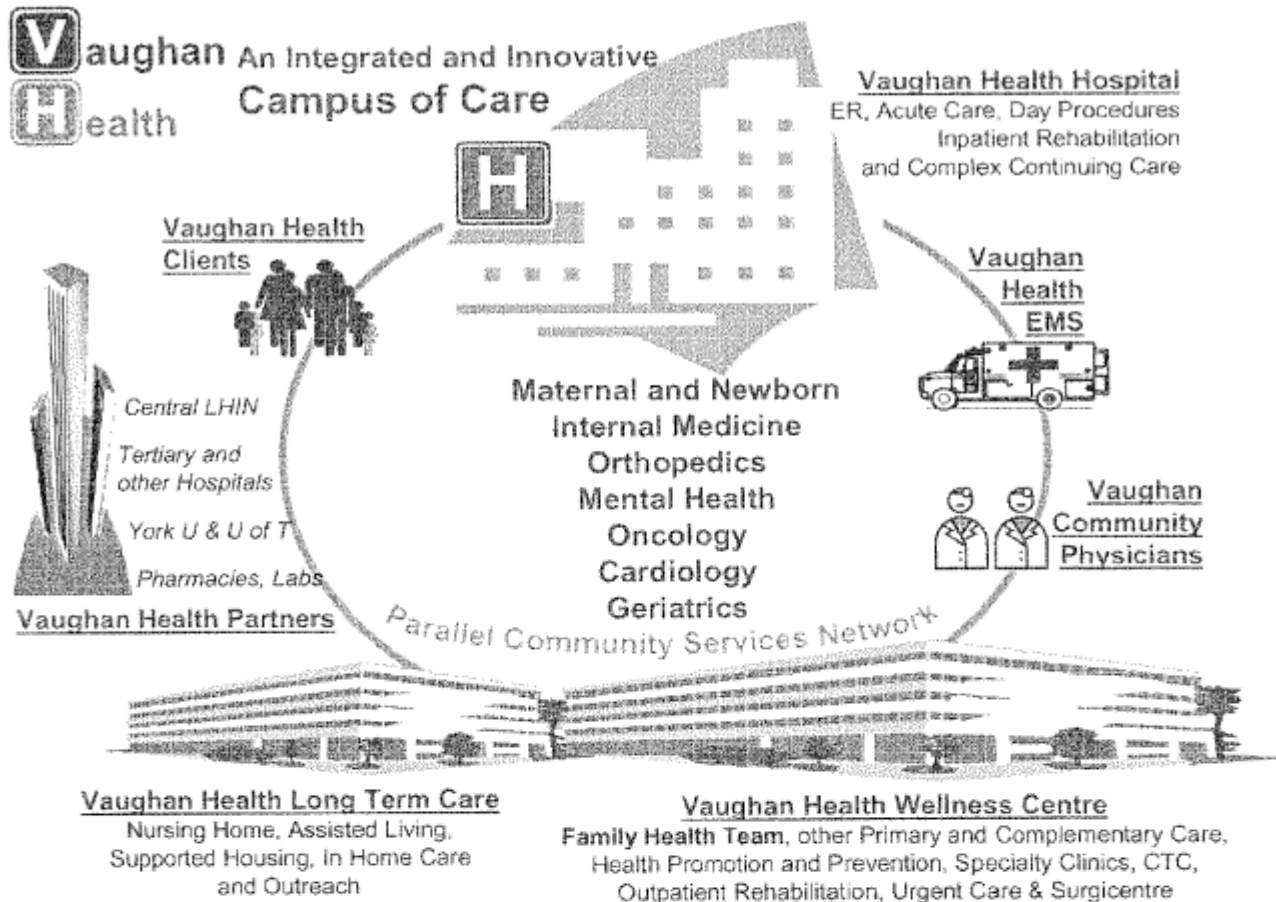


Exhibit 1. Proposed vision for the core elements of the Vaughan Health Campus of Care.

The Vaughan Health Campus of Care will include:

- **A Community Hospital** – a full service 325-375 bed hospital with an ER, Inpatient Acute Care, Day Procedures, Inpatient Rehabilitation and Complex Continuing Care
- **A Parallel Community Services Network** – including:
 - **A Wellness Centre** – Family Health Team with Chronic Disease Management Programs, Outpatient Rehabilitation Services, Complementary Services, Surgicentre, Urgent Care Centre and a Centre for Excellence for Wellness,
 - **Emergency Medical Services** – Ambulance Station and Helipad,
 - **Long Term Care and Supportive Services** – Assisted Living, Nursing Home, Supportive Housing Outreach, In-home Support Services, and,
 - **Other Service Providers that could also be co-located with the Vaughan Health Wellness Centre or Vaughan Health Long Term Care** - Public Health Offices, Physician Specialty Clinics, Children's Treatment Centre (resource centre hub), Mental Health Services, CCAC etc.

The Vaughan vision includes a perspective on innovation that includes:

- Integrated delivery of care with exemplary linkages to primary care providers, community health clinics and physicians, long-term care, community services and public health,
- Commitment to working with partners within and beyond Vaughan Health Campus of Care on a peer basis to ensure a full continuum of integrated services for the residents of Vaughan,
- Supporting the development of common IT infrastructure that will assist in the delivery of seamless care to Vaughan residents,
- Ensuring that the new facility is accessible as a resource to support the care offered by other providers, for example through access to diagnostic imaging services at the health care facility, and
- Contributing to health promotion initiatives in the community, including those offered through the school system.

Innovation and Integration will be facilitated by developing **Integrated Service Lines** that cross the health care continuum within Vaughan Health and beyond.

Services lines are sets of services aimed at meeting specific client needs or achieving particular objectives. Service lines can be organized:

- by population groups (i.e., gender, age), or,
- by disease or health problems (i.e., cancer, orthopedics, AIDs), or,
- by medical specialty (i.e., medicine, surgery).

Integrated service lines have recently emerged in the US among large health system providers. Service lines are no longer limited to one facility but, are now spanning multiple organizations and practice settings in order to enhance care coordination, accountability and manage costs.

Key concepts inherent in an integrated service line consist of the following:

- Focuses service delivery around clients' needs rather than providers' needs by reorganizing work units around client care functions via interdisciplinary care teams,
- Integrates clinical and management decision-making and accountability for all functional services provided to client groupings,
- Decentralizes decision-making to point of service, and
- Permits more explicit commitment to service populations – with service lines derived and defined directly from organization's mission.

Integrated service lines will cross the health care continuum and will include multiple providers within and beyond the Vaughan Health Campus of Care. Service lines will be overseen by service line managers who will be responsible for developing **seamless linkages between providers to ensure client flow and timely access to best practice care and services.**

Based on initial needs assessment data and findings, we would propose to include the following Integrated Service Lines at Vaughan Health:

- Women's and Children's Health,
- Internal Medicine,
- Orthopedics,
- Mental Health,
- Oncology,
- Cardiology, and
- Geriatrics.

Key advantages of integrated service lines include:

- Enhanced continuity of care with an increased focus/emphasis on community based care and prevention and a concomitant decrease in inpatient length of stay,
- Increased efficiency with decreased staffing that translates to an increase in time spent on patient focused activity by clinical staff, and
- Growth in academic programs.

The following schematic is a preliminary vision of program components that could be included in Vaughan Health's Cardiology Service Line:

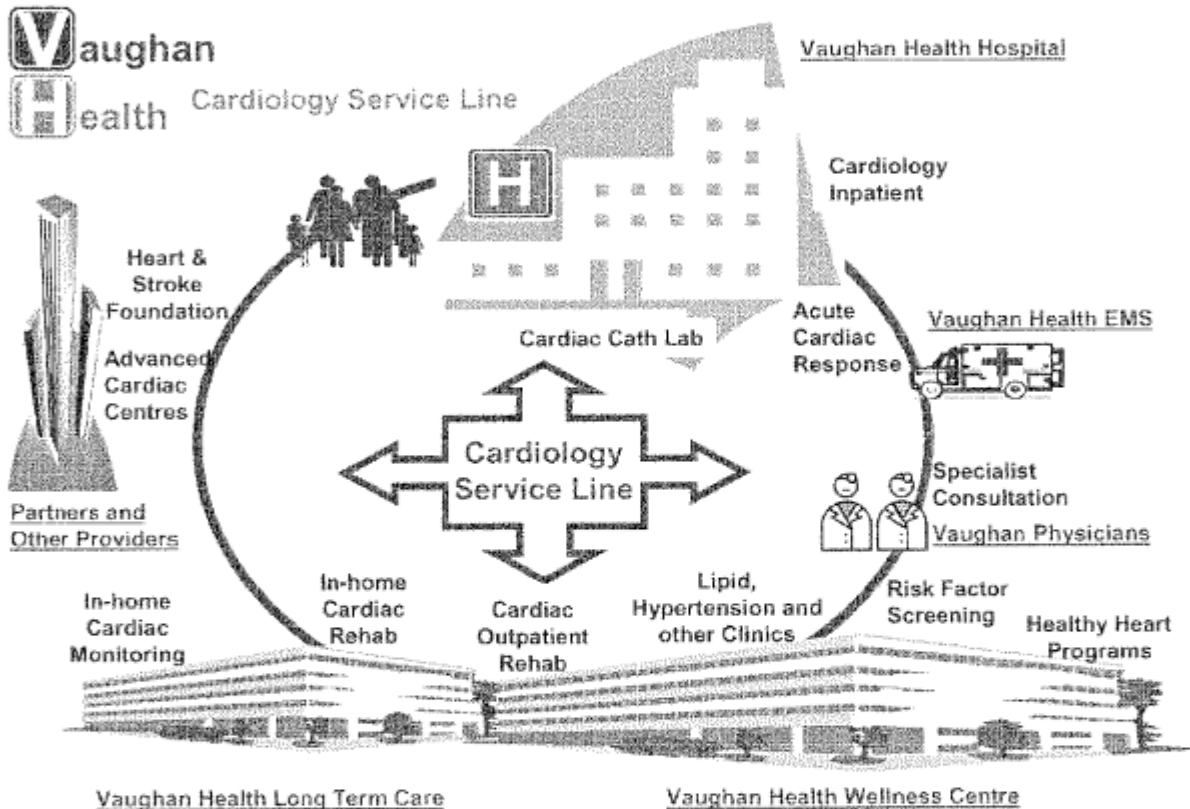


Exhibit 2: Proposed preliminary vision for the Vaughan Health Cardiology Service Line.

Vaughan Health will develop its service lines and program offerings to align with established and newly emerging chronic disease prevention and management initiatives in Ontario:

Provincial Initiatives		Examples of Local Initiatives
Major Strategies	Programs	
<ul style="list-style-type: none"> • AIDs • Alzheimer • Asthma • Cancer • Diabetes • Mental Health • Stroke • Tobacco 	<ul style="list-style-type: none"> • Mandatory Health Programs and Service Guidelines • Health Promotion Resource System • Arthritis • Breast Cancer Screening • Colorectal Screening Pilots • Heart Health Program • Cardiac 	<ul style="list-style-type: none"> • Arthritis programs • Asthma programs • Congestive Heart Failure programs • COPD programs • Diabetes programs • Osteoporosis programs • Falls prevention programs

Innovation and Integration will be enabled by adopting New and Emerging Technologies.

New and emerging technologies will **enable innovation** within Vaughan Health by:

- Facilitating best practice to ensure quality patient care and outcomes through an electronic health record with electronically embedded evidence based clinical guidelines and other clinical systems,
- Providing real time, quality information to support effective decision-making,
- Enabling effective collaboration by electronically linking all providers within Vaughan Health Campus of Care and beyond, including Vaughan community based primary care physicians,
- Fostering a data-driven, decision culture through enhanced benchmarking and quality improvement supports, and
- Enhancing the ability to create, organize, share and use knowledge.

New and emerging technologies will **support integration** within and beyond Vaughan Health by:

- Allowing clinical information to be shared across the care continuum to facilitate seamless service delivery, and
- Ensuring effective communication and collaboration between providers through sophisticated tools such as single sign-on systems, standardized electronic documentation and wireless devices.

The Vaughan Health Campus of Care will be e-enabled with leading edge information and clinical technologies. These new technologies could include some of the following:

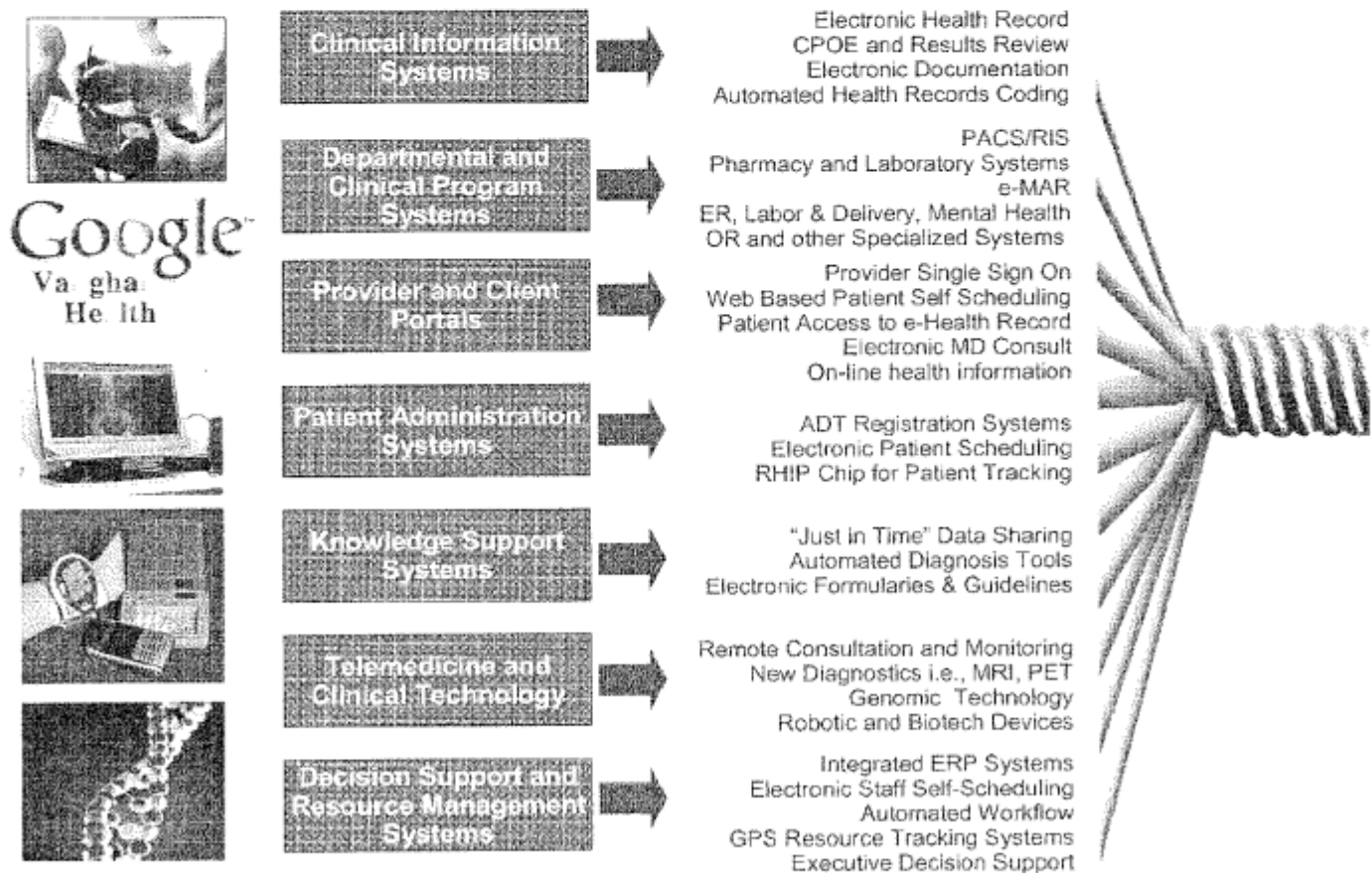


Exhibit 4: New and emerging technologies that will e-enable Vaughan Health.

Innovation will be incorporated in the **Facility Design** of the Vaughan Health Campus of Care.

Vaughan Health's facility design will incorporate innovative trends in health care architecture:

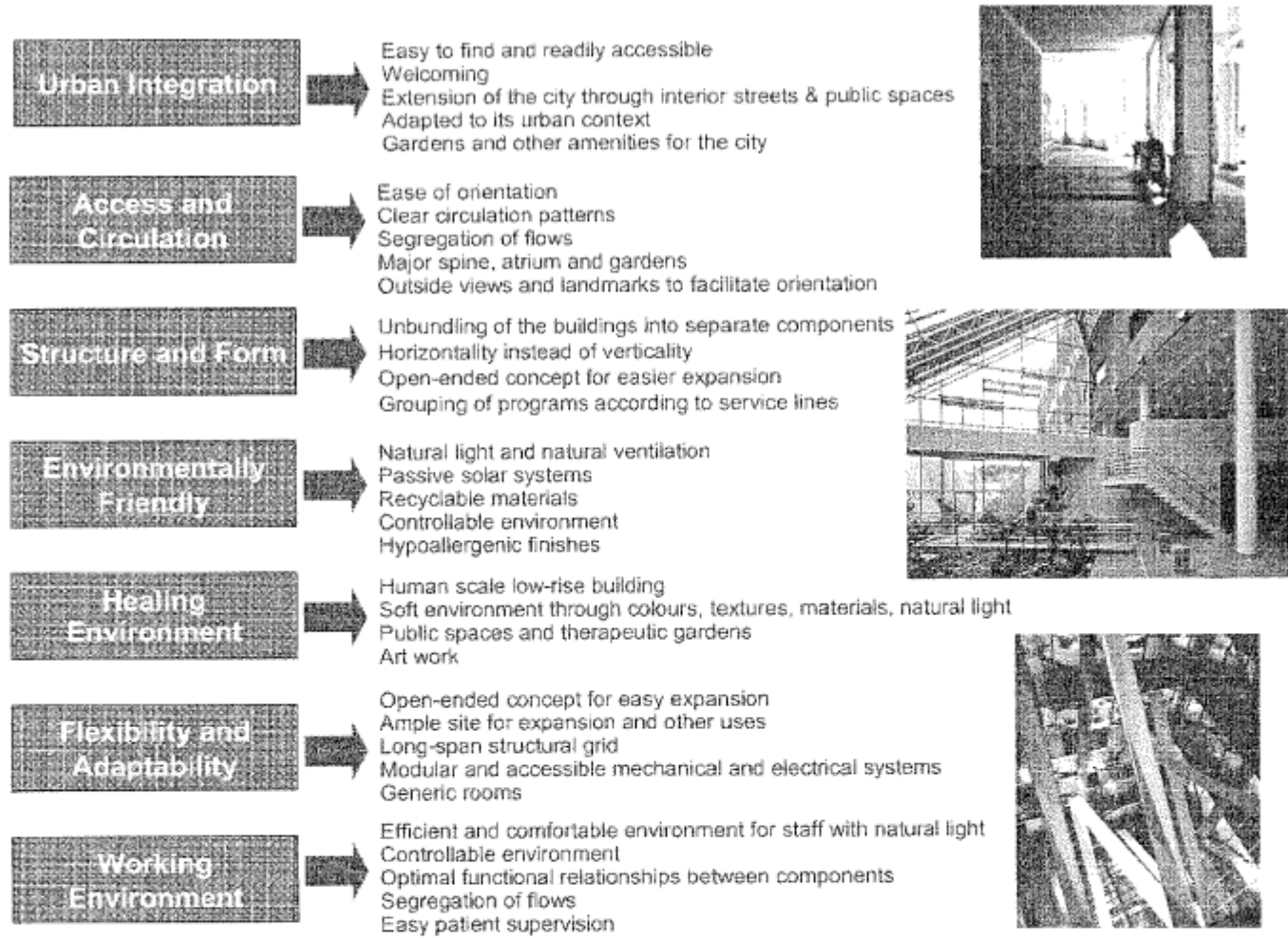


Exhibit 5: Innovative health care architecture features for Vaughan Health.

It will be critical to identify and preserve the site for the proposed health care facility as soon as possible. This report identifies the need for a site with a minimum area of 30 to 35 acres, although to reach its full potential a larger site would be optimal. Given Vaughan's rapid growth, well-located sites of a size sufficient to accommodate the proposed facility will become increasingly difficult to obtain. Therefore, immediate action is necessary.

The Task Force and the Vaughan Health Care Foundation are committed to the objective of obtaining a site in a timely manner. A preliminary site search process is now underway. The primary search area is illustrated in Exhibit 6 on the following page. This area has a number of attributes. It is in an area where future growth is already planned and where the necessary services will be available; there are blocks of land of sufficient size, which can accommodate the facility; it is currently accessible to Highway No. 400; and it is also in proximity to the proposed extension of Highway No. 427 and is bounded on the north by the Province's proposed "Economic Corridor", which may include an east-west 400-series highway (Places to Grow: Better Choices, Brighter Future, Draft Growth Plan, 2004, Map 6). In addition, the area has sufficient spatial separation from other health care facilities to define a distinct service area, while remaining sufficiently close to other facilities to share programs and services.

