
DATE: March 26, 2010

REPORT TITLE: **PARTNERSHIP OPPORTUNITIES AT THE PEEL MEMORIAL CENTRE FOR INTEGRATED HEALTH AND WELLNESS**

FROM: Janette Smith, Commissioner of Health Services

RECOMMENDATION

That staff continue working with William Osler Health System staff to meet Paramedic off load delay reduction targets and report back with the results and the implications for funding the Peel Memorial site.

REPORT HIGHLIGHTS

- William Osler Health System and the Central West Local Health Integration Network have developed an innovative service delivery model for the old Peel Memorial hospital site in Brampton.
- Some of the proposed services will serve the entire region and will address the health issues and health care needs identified in Peel Public Health's 2008 Comprehensive Health Status Report.
- Staff are exploring partnership opportunities on the site.
- Staff also have worked with William Osler staff to set targets to reduce Paramedic off load delays at the Civic site.
- Staff are recommending that the Region contribute to the local capital share, conditional on agreed upon off load targets being achieved on an annual basis.

DISCUSSION

1. Background

William Osler Health System is comprised of the new Brampton Civic Hospital, the Etobicoke General Hospital and the former Peel Memorial Hospital site that closed in late 2007.

In June 2008, the Central West Local Health Integration Network (LHIN) approved a Health System Plan outlining the development of a comprehensive, integrated health system of community and hospital-based services in the LHIN to 2019. An important aspect of that plan is the redevelopment of the Peel Memorial Hospital site, building on recommendations generated by the Peel Memorial Task Force that was established by the Central West LHIN.

Regional senior staff have participated in several committees and community meetings to provide input and explore potential partnership opportunities on the Peel Memorial site.

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2. Vision for the Peel Memorial Site

The proposed Peel Memorial Service Delivery Model will establish a new model for health care for the province. It is envisioned that the site will include three centres of excellence:

- Centre for Rehabilitation and Seniors Wellness, including specialized geriatric clinics and geriatric assessment unit; day program; outreach services; complex continuing care beds; and inpatient rehabilitation.
- Centre for Community Mental Health, including centralized intake and triage team; short term intervention clinic for crisis follow up; mental health outreach services; addiction counseling services; and youth counseling.
- Centre for Acute Care Services with a broad range of services including:
 - Urgent care centre to divert non-emergency ER visits from the Brampton Civic site;
 - Ambulatory / Day surgery (e.g. retinal surgery, dental surgery);
 - Primary care family teaching unit with after hours clinic;
 - Chronic disease management including dialysis;
 - Domestic abuse services;
 - Women's breast centre;
 - Maternal and newborn program;
 - Regional Eye Centre.

Proposed programs on the site provided by William Osler Hospital System or by other service providers will include a mix of active treatment, screening / diagnosis and prevention. There will be a focus on health and wellness as well as diagnostic imaging, laboratory and pharmacy services.

The proposed service delivery model includes services and programs that will serve the entire Region of Peel including the regional eye centre, children's treatment facility and mental health programs. Currently, William Osler Health System has a 60 per cent "capture rate", meaning that 40 per cent of residents in their catchment area travel to Mississauga or elsewhere in the Greater Toronto Area to receive services such as obstetrics and surgery. With the proposed new Peel Memorial Centre, the capture rate should increase to 80 per cent; thus increasing health care capacity in Mississauga and surrounding jurisdictions.

The Central West Local Health Integration Network has approved the proposed service delivery model, but the business case requires provincial approval. The site would be developed in phases with Phase One targeted for completion by 2015, subject to Ministry of Health and Long-Term Care approvals.

3. Potential Partnerships

The vision and service delivery model for the site is consistent with the current and emerging health issues and the public health and health care needs identified by the recent Comprehensive Health Status Report released by Peel Public Health. They include the prevention and management of diabetes (prevalence of diabetes mellitus in the region is higher than that for the province as a whole); lower uptake of some screening tests by newcomers; an upward trend in stillbirth and low birth-weight rates; and a higher rate of tuberculosis than Ontario. The lack of mental health supports in the Region of Peel was

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also identified in a recent Council report. Similarly, Council reports have identified the health care needs of Peel's aging population, as the number of seniors in the region is projected to increase by almost 60 per cent by 2016.

Staff are exploring a number of potential partnership opportunities on the Peel Memorial site, including a Public Health multi-service clinic, Paramedic station, seniors' programming and tuberculosis prevention and treatment programs. Potential human service opportunities are also being explored. Phase two development on the site or on adjacent lands could also include Region of Peel housing.

Discussions with William Osler senior staff on the Peel Memorial site provided an opportunity to discuss the concerns regarding Paramedic off load delays at the Brampton Civic site. The cost of off load delay at the Civic equaled approximately \$3.8M from December 2008 to December 2009. Working together, staff have prepared a plan to improve Paramedic off load times for the next three years, specifically a 15 per cent reduction target in the first year, a 20 per cent reduction target in the second year and another 20 per cent reduction target in the third year. Staff believe the targets are achievable and could be surpassed. There are a number of variables which make it difficult to forecast targets beyond three years but staff at both William Osler and the Region are committed to continuing to work to develop plans to address this issue. Such a reduction in off load delay will return Paramedics to active response and therefore reduce response times and future budget increases needed to respond to the growing and aging population.

FINANCIAL IMPLICATIONS

The cost to build the Peel Memorial Integrated Centre for Health and Wellness is estimated at \$420 million. The province provides funding for 90 per cent of the building costs. The local share is 10 per cent of the building costs plus all equipment and is estimated at \$120 million. It is expected that fund-raising will contribute \$25 million and on-site parking and other revenue will provide \$35 million leaving a gap of \$60 million still to be resolved.

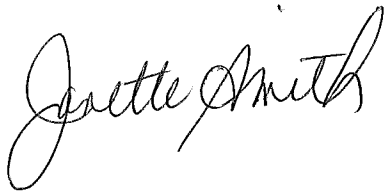
Given the alignment with Regional programs, the number of potential partnership opportunities and the commitment to working together to reduce Paramedic off load delay, staff believe at this stage of discussions that if the proposed targets are achieved the Region of Peel council could be in a position to invest \$1 million a year for up to ten years in the redevelopment of the Peel Memorial site. Any annual contribution would have to be conditional on continued achievement of successfully maintaining the proposed off load delay reduction annually.

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CONCLUSION

The proposed Peel Memorial Centre for Integrated Health and Wellness will establish a new model for health care for the province and provide much needed programs and services to Peel residents. Staff will continue to work with the Central West LHIN and William Osler Health System to prepare more detailed proposals on partnership opportunities on the site for Council's approval. It is recommended that staff continue working with William Osler staff to meet Paramedic off load delay reduction targets and report back with the results and their implications for funding the Peel Memorial site.



Janette Smith
Commissioner of Health Services

Approved for Submission:



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