Hospital Care
for
Our Future Generations

A Proposal for a Long-term and Sustainable Approach for Acute Care Hospital Services for Bracebridge and the Entire Muskoka Region

Prepared by
The Corporation of the Town of Bracebridge
for Consideration by
Muskoka Algonquin Healthcare
and the
Ministry of Health and Long-Term Care

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Background on Muskoka Algonquin Healthcare’s Long-term Planning Initiatives

In 2012, Muskoka Algonquin Healthcare (MAHC) began working through the Ministry of Health and Long-Term Care’s capital planning process. MAHC has outlined that it is a very lengthy process involving five (5) stages, and in some cases can take up to 15 to 20 years to complete. The Ministry requires that all health care facilities complete what they call a “Master Plan”, and coordinate with a "Master Program" to define the vision into the distant future.

At MAHC, this planning process is known as "Hospital Care for Our Future Generations". MAHC indicates that it is about planning for the critical and acute care needs for Muskoka and East Parry Sound in the year 2030 and beyond. MAHC has stated that the status quo is not an option for the future. The Master Program projects the services we will provide, and the Master Plan outlines the facilities where these services will be delivered. This ensures that investments in MAHC services, in their buildings, and the people MAHC serves are thoughtful, appropriate, and will meet demands for the year 2030 and beyond.

Master Program / Master Plan Defined

Master Program:

- Reflects a health care facility’s present and future service role within the community.
- Outlines current and projected future programs and services, workload, staffing, and space requirements using population data forecasting to focus on how programs will change in the future (5, 10, 20 year increments).
- Reflects current studies, service alignments, volume projections, and incorporates options for changes in service delivery.

Master Plan:

- Identifies the physical space requirements looking up to 50 years into the future, and the siting of services.
- Considers building condition and potential use of existing buildings and systems.
- Defines long-term development strategies for specific sites and/or campuses to support the Master Program.
- Gives basis for evaluating different models or site/building options.

What Models are Being Considered?

For the past two years MAHC has examined a variety of options/models. The Ministry requires MAHC to explore all potential models for future service delivery, even if they are unpopular. While there have been a number of other models reviewed, the three final models that MAHC is considering are:

- **2 “Full Service” Acute Sites (Not Status Quo)** - Redevelop the two existing hospitals on the current sites to remain as two acute care hospitals, recognizing there will continue to be changes to the programs and services across the two sites.

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1 Information from the Muskoka Algonquin Health Care Website – “Planning for the Future” (Updated March 26, 2015).
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- **Centres of Focus (Hybrid)** - maintain two acute care hospitals with Emergency Departments in the existing communities. Some programs and/or services would be offered only at one site or the other to create efficiencies and larger volumes, and reduce duplication and the need for expensive technology and equipment in both sites.

- **One Hospital (Central Muskoka Location)** - construct one new acute care hospital on a single site that is centrally located. The existing sites and hospitals would become surplus.

The following chart, prepared by MAHC, outlines the options under consideration:

![Hospital Care for Our Future Generations Chart](chart_url)

**Provincial Government Funding Reform**

In April 2012, the Provincial Government introduced Health System Funding Reform, a new funding model that moves hospital funding from a global system towards Quality Based Procedure funding and Health Based Allocation Model (HBAM) funding. Quality Based Procedures are identified by the Ministry of Health and Long-Term Care and are funded based on a formula of price multiplied by volume. HBAM is an evidence-based funding model that considers factors such as age, gender, rural geography and patient flow. The MAHC Board has indicated that the goal of the new funding model is to drive efficiencies and quality patient care and to shift funding to community providers to provide the right care in the right place at the right time.
MAHC reports that their financial sustainability will continue to be challenged as Health System Funding Reform is further implemented. In addition to the pressures created by Funding Reform, the Hospital Board is challenged by the continuing cost pressures around labour, drug and supply costs, as well as infrastructure needs facing our hospitals in a period of financial restraint.

Although it is recognized that healthcare funding challenges need to be addressed in new and innovative manners, it is appropriate to be concerned that any decrease in funding (even as small as 1%) could force “inefficient” hospitals to close beds, cut services and lay off staff. As a result of these pressures, it is appropriate for MAHC to develop a long-term vision for the delivery of hospital services and to create a sustainable service delivery model for the future.

Identification of a Site for Development of a New Acute Care Hospital

In light of the long-term planning initiatives being undertaken by MAHC and considering the Provincial Government's initiatives to reform healthcare funding formulas, the Town of Bracebridge undertook preliminary work to identify a site that could potentially assist MAHC in their long-term planning processes related to the provision of acute care services for Bracebridge and the entire Muskoka region.

Based on the analysis conducted, the land owned by Fowler Construction Company Limited legally described as PT LT 6, CON 1, former Township of Macaulay, now in the Town of Bracebridge, being part of Part 1 on Plan 35R-3456 as in PIN parcel register 48112-0062(LT) has been identified as a suitable site for potential development of a new acute care hospital.

After consultation with Fowler Construction Company Limited, a Letter of Intent has been executed with Fowler and the property has been secured for potential use as the site of a new acute care hospital facility. Fowler has agreed that the Town can acquire the property at a cost of $1,300,000.

A map showing the location of the subject lands is attached hereto as Appendix “A”.

An aerial photography map of the subject property is attached hereto as Appendix “B”.

The subject property is a total of 18.0 hectares (44.5 acres) with approximately 535 metres (1,755 feet) of frontage on Highway #11 and 595 metres (1,950 feet) of frontage along an unopened road allowance connected to the south end of Pine Street.

Although never licenced under the Aggregate Resources Act, the west portion of the subject property had some historic aggregate extraction prior to 2007. There is a slope running north to south in the middle of the property separating the aggregate operation from the east portion of the site. The lands in the eastern portion of the site are vacant and are well treed.

Surrounding lands to the north of the subject lands are Hydro One lands containing hydro lines, with residential uses and St. Dominic Catholic Secondary School further to the north. To the east of the subject lands are vacant lands and to the northeast is the Wal-Mart site with other SmartCentres lands. To the west of the subject lands are light industrial uses located on Gray Road and Monica Lane with the J.D. Lang Park located to the southwest. To the south of the subject property is Highway #11 and further to the south are rural residential uses.

A map showing the existing zoning boundaries on the subject lands and the current surrounding zoning can be found in Appendix “C”.

If it will assist MAHC in the planning processes and if it will help ensure the continued availability of high quality acute care hospital services for Bracebridge and the entire Muskoka region, the Town is prepared to make the 44.5 acre site available to MAHC, at no cost to the hospital, as part of the Town’s contribution toward sustainable acute care hospital services.
Summary

On behalf of the residents of Bracebridge, the Chief Executive Officer and Board of Directors for Muskoka Algonquin Healthcare (MAHC) and the Ministry of Health have been notified on numerous occasions that the continued delivery of a full range of clinical services at the South Muskoka Memorial Hospital in Bracebridge is crucial to the long-term sustainability of our community and the continued provision of adequate health care services for the resident of our Town.

On behalf of the residents of both Bracebridge and Huntsville, the Town’s previous communication identifying the importance of, and support for, the continued delivery of a full range of emergency, inpatient and surgical services at both the South Muskoka Memorial Hospital in Bracebridge and the Huntsville District Memorial Hospital has been re-confirmed with Muskoka Algonquin Healthcare and the Ministry of Health and Long-Term Care.

The Chief Executive Officer and Board of Directors for Muskoka Algonquin Healthcare (MAHC) have been requested to do everything they can to support the continued delivery of comprehensive (acute care) hospital services on a multi-site basis in both Bracebridge and Huntsville.

On behalf of the residents of both Bracebridge and Huntsville, the Ministry of Health and Long-Term Care has been informed:

- that small changes in healthcare funding and service delivery methods could have potentially devastating impacts over the long-term for some key hospital sites;
- that hospitals are key community assets and their importance to on-going community sustainability needs to be recognized in any long-term health system capacity planning process undertaken by the Province; and
- that Bracebridge and Huntsville strongly support the development of a long-term provincial health-care strategy that allows for multi-site delivery of comprehensive (acute care) services including emergency, inpatient and surgical services.

The Ministry of Health and Long-Term Care and the Board of MAHC have been urged to:

- ensure that the changes to the health care delivery system currently being implemented to improve hospital efficiency do not negatively impact access to services and the quality of care;
- ensure that the changes undertaken by the Province recognize the unique and important role that smaller hospitals, such as the South Muskoka Memorial Hospital have in promoting economic development and creating sustainable communities in Ontario; and
- take appropriate steps to ensure the continued delivery of a full range of emergency, inpatient and surgical services at both the South Muskoka Memorial Hospital in Bracebridge and the Huntsville District Memorial Hospital.

Based on the understanding that MAHC must consider a full range of options for the long-term delivery of acute care hospital services as part of the “Hospital Care for Our Future Generations” planning project and in recognition of the work being undertaken by the MAHC Board, the Town has identified a potential site for a new acute care hospital to service Bracebridge and the entire Muskoka region.

If it will assist MAHC in the planning processes and if it will help ensure the continued availability of high quality acute care hospital services for Bracebridge and the entire Muskoka region, the Town is prepared to make the 44.5 acre site available to MAHC, at no cost to the hospital, as part of the Town’s contribution toward sustainable acute care hospital services.
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The Town, on behalf of the citizens of Bracebridge, has been actively engaged in the planning process currently underway related to the delivery of hospital services in the years to come and it is making this commitment to MAHC in recognition of the fact that decisions made today will influence health care delivery for many years in the future.

Locational Advantages

The site proposed by the Town of Bracebridge has a number of locational advantages and fully meets the evaluation criterion set out by Muskoka Algonquin Healthcare:

<table>
<thead>
<tr>
<th>Locational Feature</th>
<th>Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>44.5 acres of site area</td>
<td>✓</td>
</tr>
<tr>
<td>Access from three streets</td>
<td>✓</td>
</tr>
<tr>
<td>Access to District water, sewer and storm water services</td>
<td>✓</td>
</tr>
<tr>
<td>Access to Hydro and Natural Gas services</td>
<td>✓</td>
</tr>
<tr>
<td>Large area for at-grade parking</td>
<td>✓</td>
</tr>
<tr>
<td>Centrally located in the heart of Muskoka providing access for hospital services for all residents and visitors to the Muskoka region (See Appendix “D”)</td>
<td>✓</td>
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<tr>
<td>Highway visibility</td>
<td>✓</td>
</tr>
<tr>
<td>Conveniently located close to major access routes including Highway 11, Highway 118, Highway 117 and other municipally-maintained access routes (See Appendix “E”)</td>
<td>✓</td>
</tr>
<tr>
<td>Located close to related commercial and community amenities, including health care services</td>
<td>✓</td>
</tr>
<tr>
<td>Located close to related emergency service operations (i.e. EMS and Fire)</td>
<td>✓</td>
</tr>
<tr>
<td>Site use is consistent with local, District and Provincial planning policies and guidelines</td>
<td>✓</td>
</tr>
</tbody>
</table>
Appendix “A”

Location Map of the Subject Lands
Appendix “B”

Aerial Photography Map of the Subject Lands
Appendix “C”

Existing Zoning Boundaries on the Subject Lands and the Current Surrounding Zoning
Appendix “D”

Distance Radius Map