

York University School at the Vaughan Healthcare Centre Precinct

PRESENTATION TO THE CITY OF VAUGHAN
COUNCIL

APRIL 2024

YORK 

Attachment 1

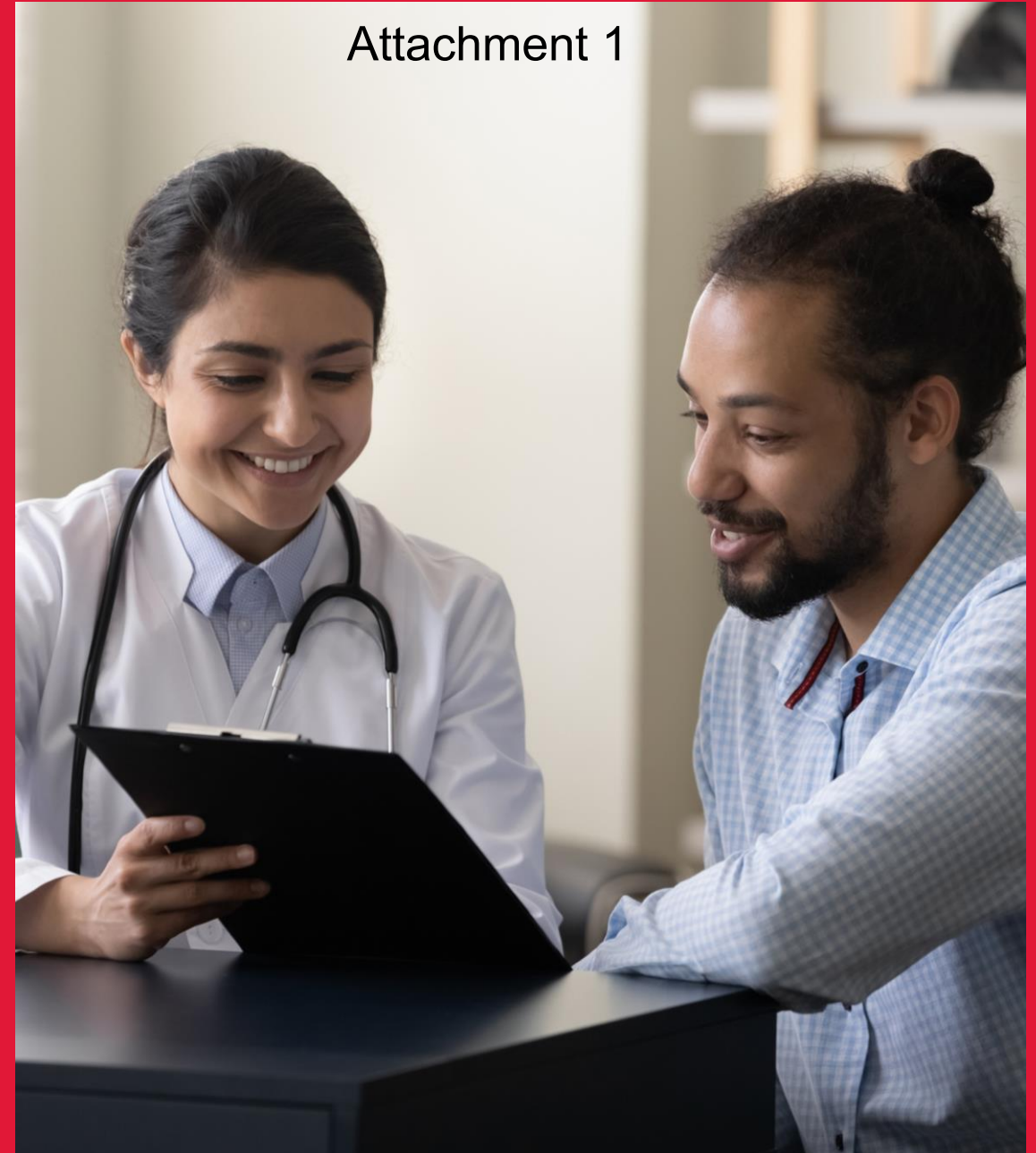




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A young man with dark skin and curly hair is smiling at the camera. He is wearing a dark grey puffer jacket over a grey sweater and a red and white striped scarf. He is standing in a snowy outdoor area, likely a campus, with a modern building and a bridge in the background. Other students are visible in the background, some wearing winter hats and coats. The scene is bright and sunny, with snow on the ground and trees.

Building on our Strengths

Global Leader in Health-Related Research

11 Faculties supporting interdisciplinary health research, including the Faculty of Health established by Senate and Board in 2005

6 health-specific, interdisciplinary Organized Research Units

42 research chairs in health

250+ faculty members actively conducting research in health-related areas

400+ health-related research grants funded by **90** domestic and international sources

dozens of research collaborations in more than **30** countries

1st, 2nd, and 3rd ranked researchers in Canada on COVID-19 mathematical modelling



World-class research and innovation clusters

York University researchers have developed innovative approaches to solving some of the most pressing questions in health care, disease and injury prevention, and the digital delivery of health care.

Health Research Strengths include:

- › Neuroscience
- › Mental Health
- › Global Health
- › Healthy Aging
- › Disease Modelling
- › Data Visualization
- › Advanced Robotics
- › Wellness & Technology
- › Clinical Psychology
- › Health Informatics
- › Nursing
- › Health Policy, Analytics and Management
- › Nutrition and Food security
- › Reducing Health Inequities
- › Muscle Health
- › Chronic disease prevention and management
- › Vision
- › Bullying
- › Autism
- › Anti-Microbial Resistance



Academic Program Strengths in Health

York University offers a range of bachelor and graduate degrees in health-related fields, including:

- One of Canada's largest Nursing and Nurse Practitioner programs
- Psychology (Keele, Glendon)
- Kinesiology and Health Science
- Health Policy
- Health Management
- Health Informatics
- Critical Disability Studies
- Global Health
- Neuroscience
- Social Work
- Health & Society
- Data Science (with Health stream)
- Biology
- Medical Anthropology
- Health Law
- Health Industry Administration



The Urgent Unmet Need in Primary Care

Urgent Unmet Need in Primary Care

- Medical education in Ontario, and Canada, does not produce sufficient numbers of comprehensive, practice-ready primary care physicians.
- Currently only 1/3 of graduates from Ontario's existing medical schools enter family practice and about 10% of Ontarians do not have a family doctor (expected to rise to 20% by 2025: *Ontario College of Family Physicians*).
- Examining demand versus supply in Ontario shows that there is a 43% shortfall in the supply of family doctors.
- The underperformance of Canada's health system compared to 10 other high-income countries stems from the lack of primary care physicians and the less than optimum integration of health services.

Social Determinants of Health

Over the last two decades, researchers from York and around the world have contributed to a large and compelling body of evidence showing that the social determinants of health, or the conditions in which people are born, grow, live, work and age, account for as much as 30-50% of health outcomes.





A Distinctive School of Medicine

Our Vision

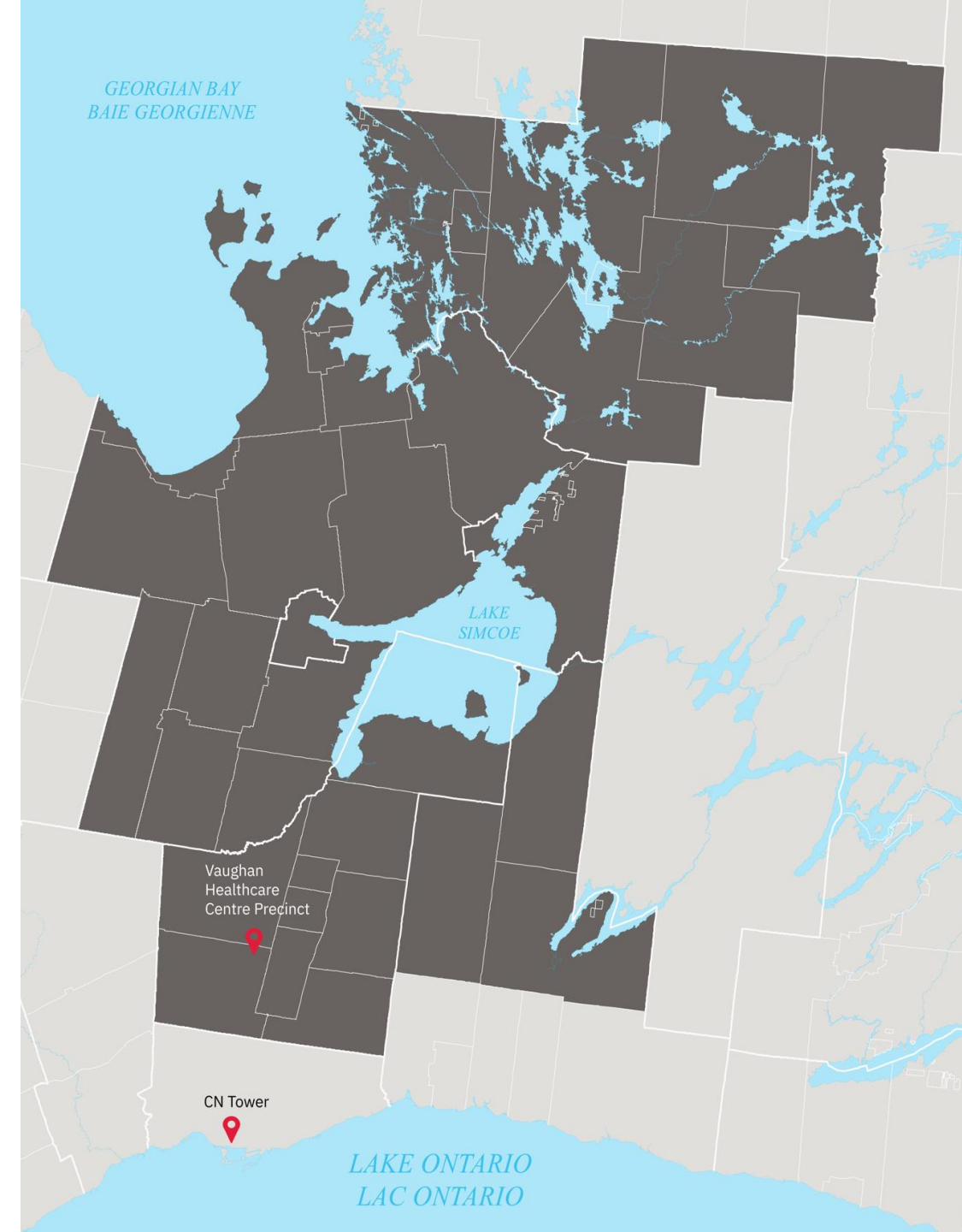
Not limited by conventional thinking, York's **School of Medicine** will **prepare the next generation of talented frontline primary care doctors** — who represent the diversity of the communities in which they live — to not only thrive in a new, integrative, team-based health care environment but to continue to adapt to evolving patient needs.



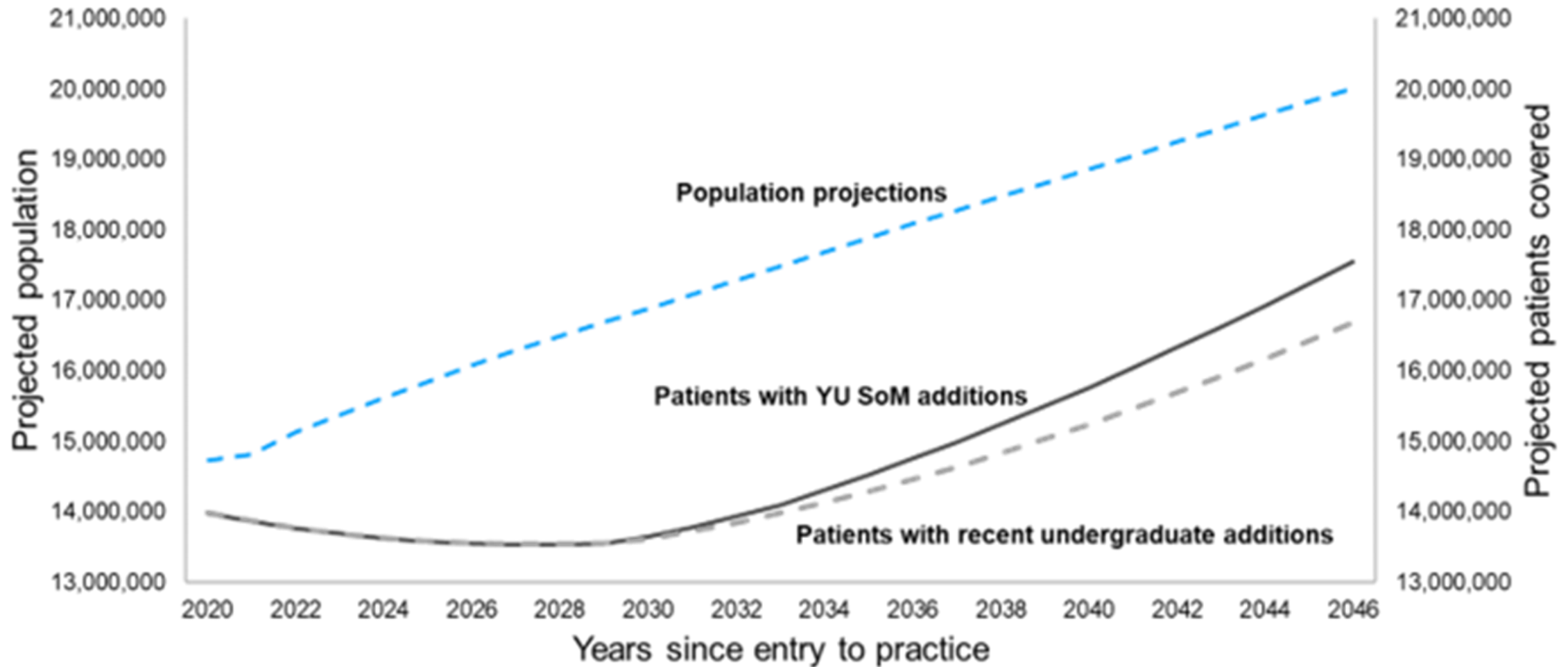
School of Medicine Quick Facts

Our current model and planning framework accounts for:

- Opening July 2028
- 80 undergraduate learners/year - 240 at steady state
- 102 postgraduate learners/year - 293 at steady state
- Three-year program MD program
- Focused on community-based learning including undergraduate longitudinal integrated clerkships
- Prioritizing primary care specialties -- family medicine, psychiatry, pediatrics, general internal medicine, ob/gyn, etc.
- Clinical training in communities within the service areas of northern Toronto, York Region, Simcoe County, Muskoka, as well as adjacent rural areas.



Meeting Ontario's need for family physicians

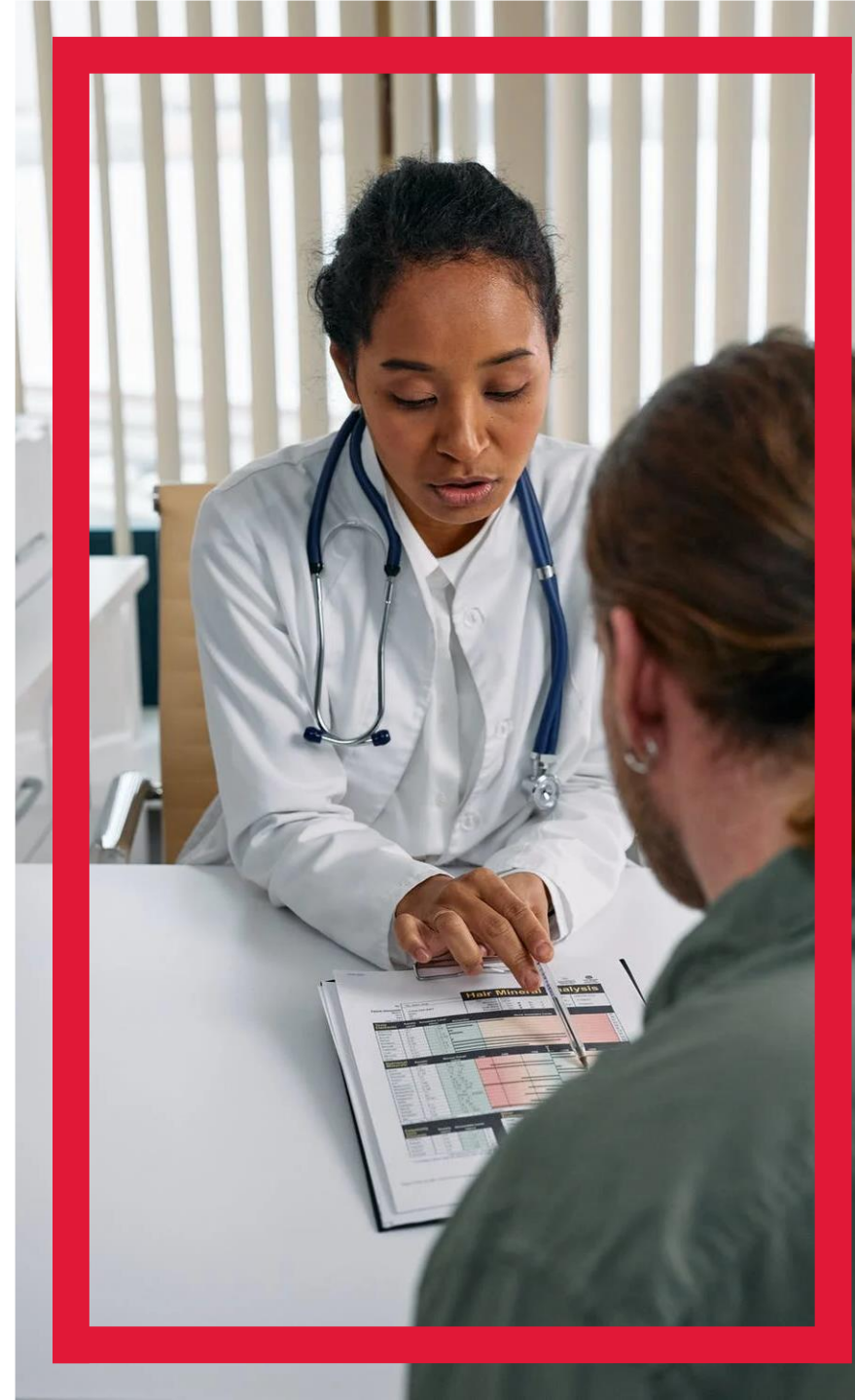


The addition of YUSoM will increase supply to meet 88% of the need for primary care physicians in Ontario.

There is a Need for a New Type of School of Medicine

Key features will:

- address the current and anticipated **shortfall** in the number of **primary care** physicians and general specialists (psychiatry, geriatrics, pediatrics, obstetrics, gynecology, and general internal medicine) trained in Ontario
- redesign medical education using a **population health focus on preventive health care** to address growing chronic diseases
- integrate **digital health solutions** to supplement compassionate care
- focus on a team-based, comprehensive patient-centred approach to health care
- will integrate **community-based health care** in collaboration with health care professionals building on relevant Ontario Health Teams
- will achieve **better access, improved quality, greater efficiency** and **greater equity** for society's most vulnerable



Undergraduate Medical Program Curriculum

- **An optional two-year pre-health professional pathway** will provide a pipeline to enhance access into York University School of Medicine, as well as to other allied health programs.
- An accelerated **three-year** primary care and population health focused curriculum.
- An integrated, value-based and team-based health care approach supported by **distributed clinical learning** sites across our Community-Based Learning Network **including Ontario Health Teams.**
- **Interdisciplinary and inter-professional learning.**



Decolonization, Equity, Diversity and Inclusion

York University recognizes the historical, contemporary and systemic forces that create inequity and discrimination—and is committed to the work of dismantling systems of oppression that pervade society, academia and health systems.

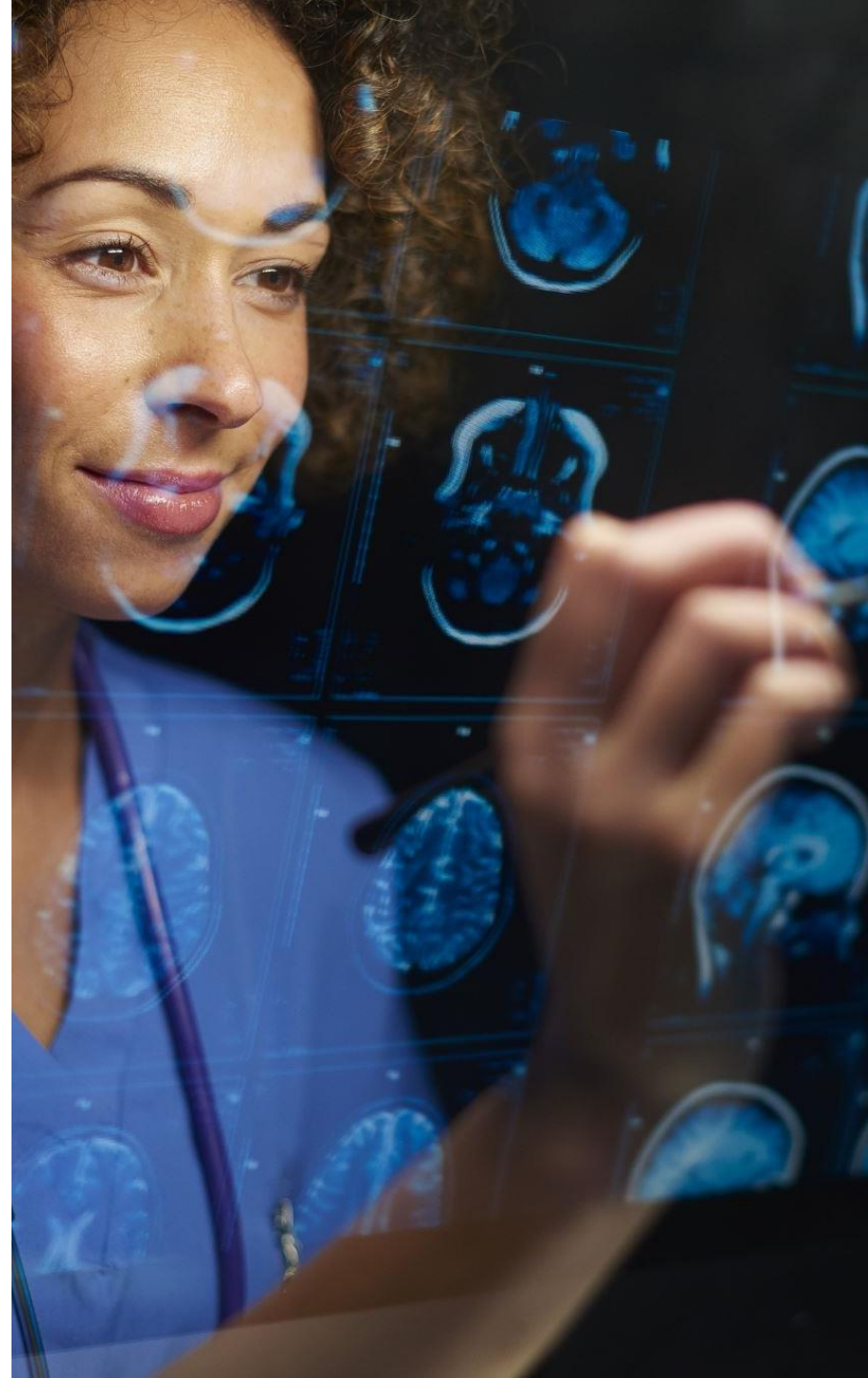
A York University School of Medicine will explore:

1. Creating a pre-health pathway program
2. Giving additional weight in the admissions process to students with current or past connections to the catchment area.
3. Modeling a non-International Medical Graduate (IMG): IMG student ratio of 5:1

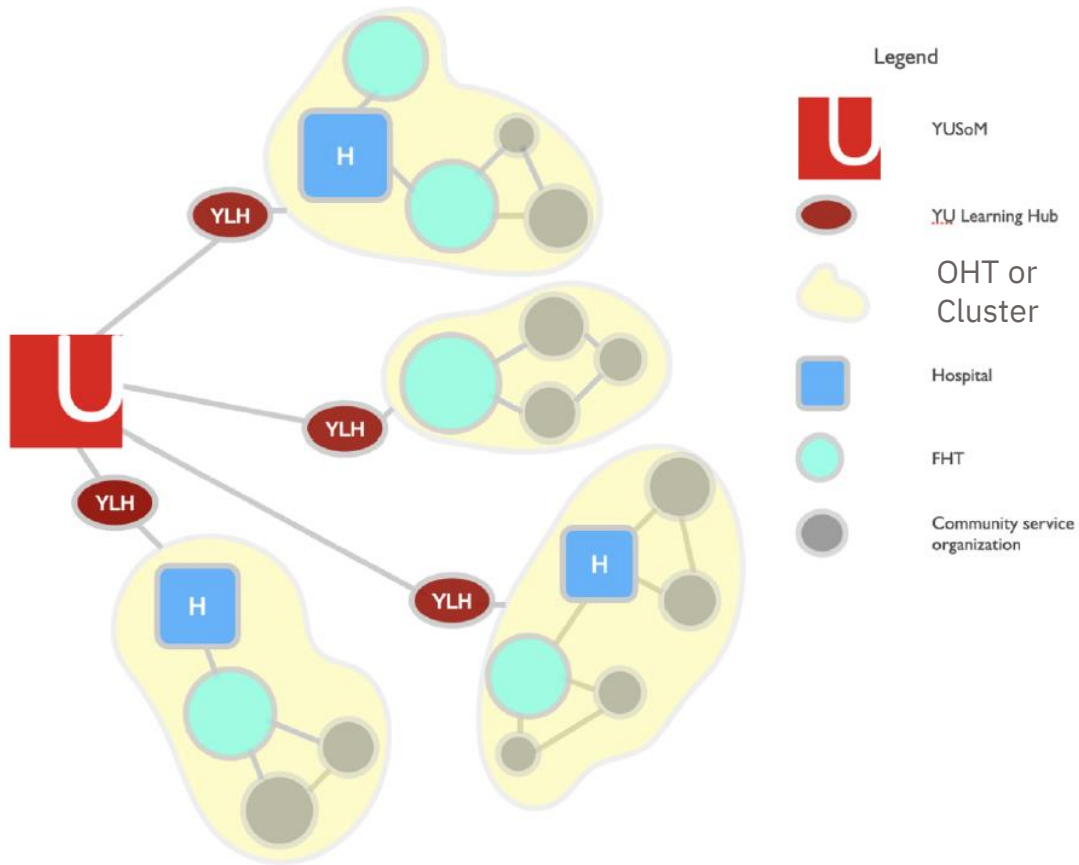
Innovative Program Design & Delivery

We will:

- leverage Mackenzie Health's industry-leading IT infrastructure to develop novel platforms for **data capture and deep learning** that will support sharing of data analytics across hospitals.
- focus on **distributed learning** so that we can leverage existing space and reduce new space requirements, which will lower capital costs.
- **share resources and human capital** to facilitate robust experiential learning and clinical placements.



Integrated Community-based Learning Network



Uses a decentralized community-based medical education model that treats **the community as our campus**.

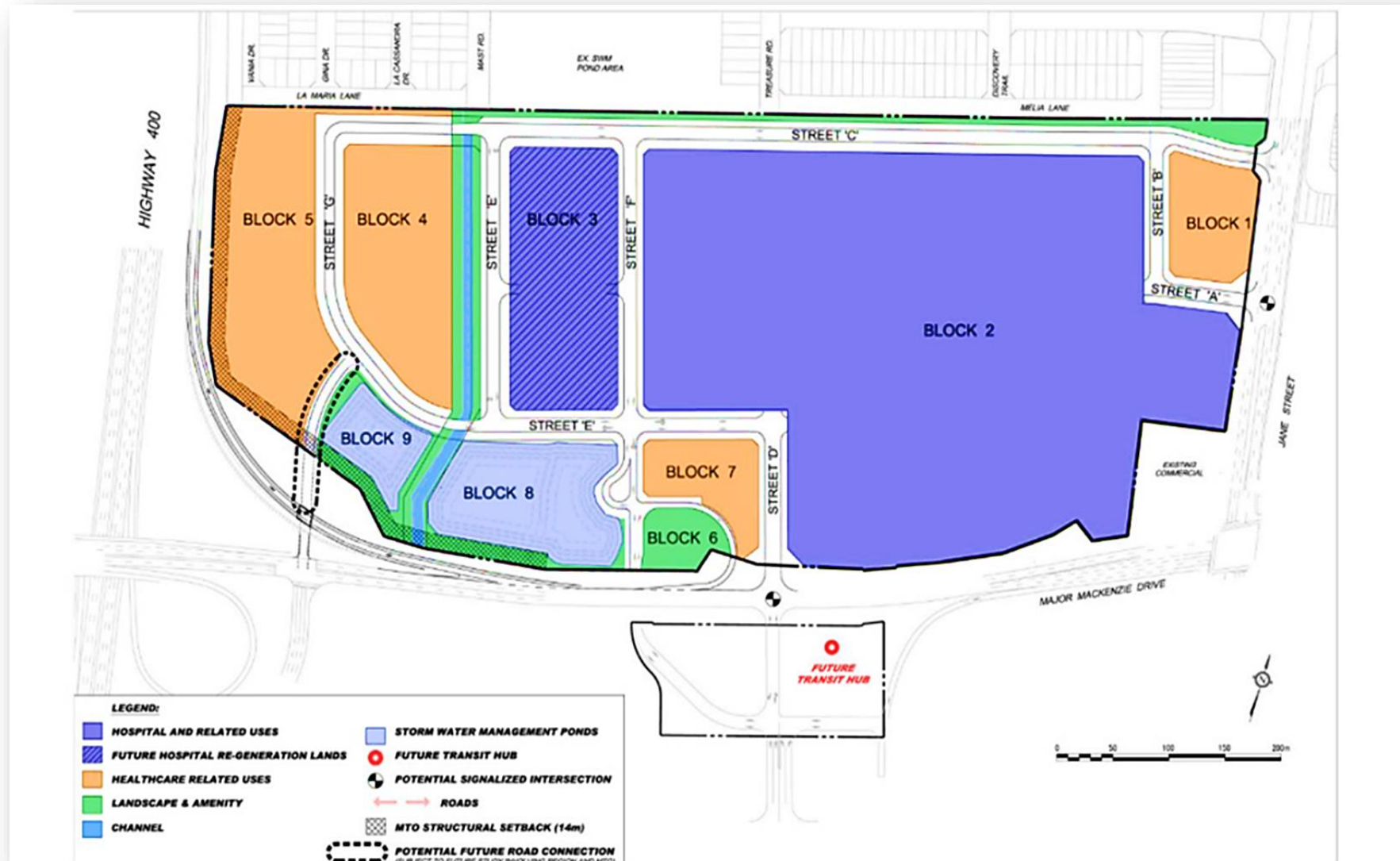
Utilizes **community-based clusters** of providers that cover services for a population within a geographically defined area:

- **Hospitals**
- **Ontario Health Teams (OHTs)**
- **Indigenous Primary Health Care Organizations**
- **Primary care providers**

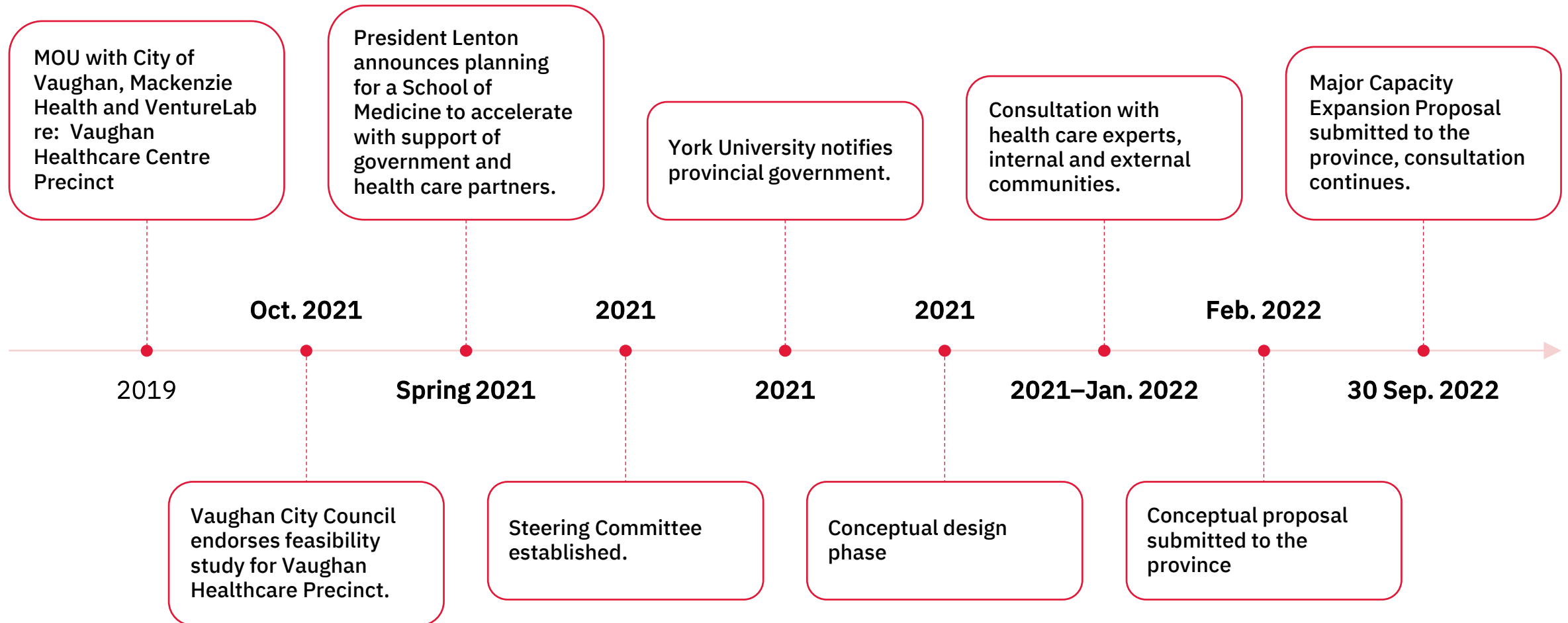
Links to health care services sites - long term care centres, community health centres, crisis centres, rehabilitation centres, social services, home care, mental health and addiction services, health promotion and disease prevention services, palliative care and other community and social services.

Supported by **digital platforms, tools and health informatics** that optimize clinical, social and other relevant services for integrated patient care and support.

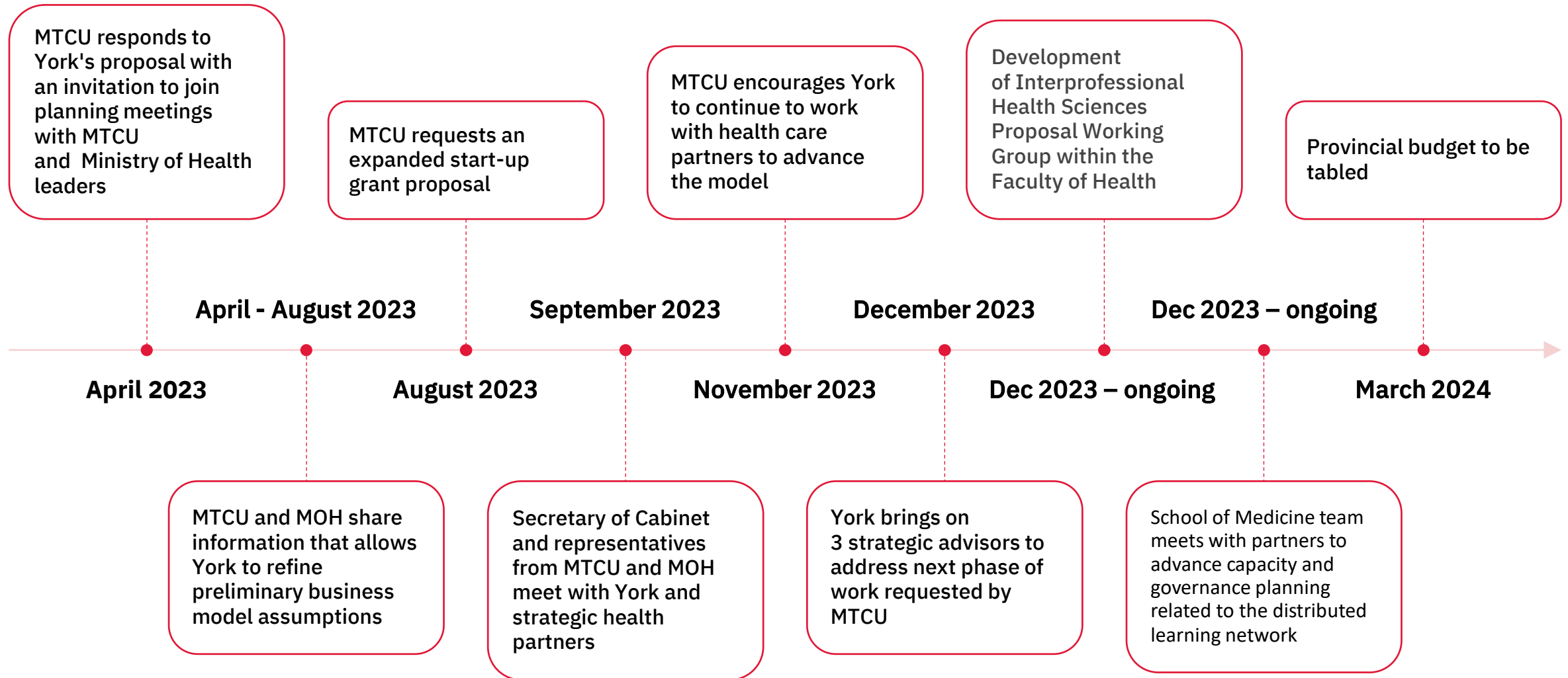
Vaughan Healthcare Centre Precinct: Site Plan



School of Medicine 2019-2022 Timeline



School of Medicine 2023-2024 Timeline



School of Medicine External Advisors

DR. PETER WALKER, FORMER
DEAN, UNIVERSITY OF
OTTAWA SCHOOL OF
MEDICINE



DR. MARGARET STEELE,
FORMER DEAN, MEMORIAL
UNIVERSITY SCHOOL OF
MEDICINE

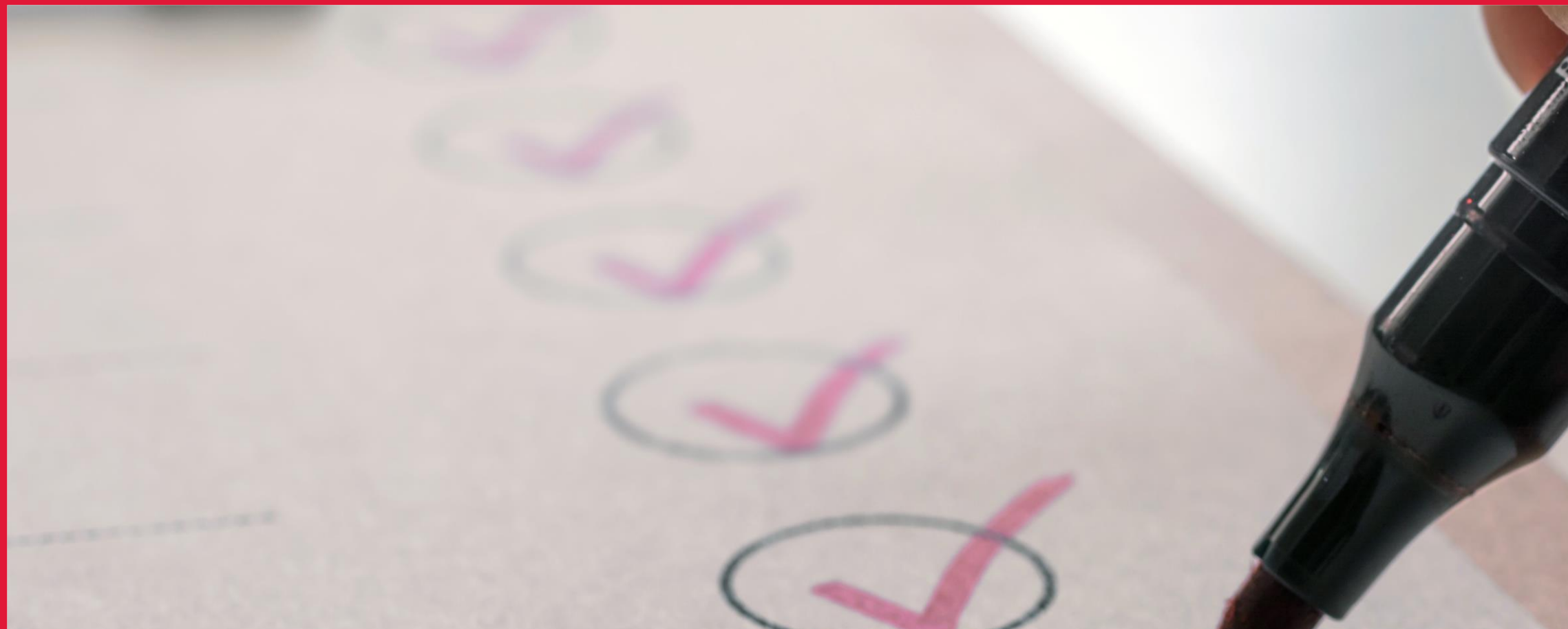


DR. BRIAN POSTL, FORMER
DEAN OF THE RADY FACULTY
OF HEALTH SCIENCES AND
SCHOOL OF MEDICINE,
UNIVERSITY OF MANITOBA



JEFF GOODYEAR, PUBLIC
HEALTH EXECUTIVE PREV. W/
MIN. OF HEALTH AND LONG-
TERM CARE





**Implementation Principals Agreement with
Vaughan – Progress Update**

First 12 Months - Key IPA milestones

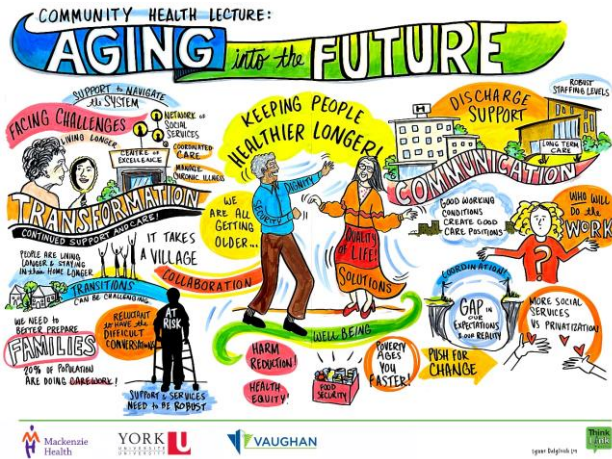
- ✓ Enter into the University-Mackenzie Health Agreement
- ✓ Complete an initial assessment of ground conditions required to support the development of Block 5
- ✓ Complete an assessment of municipal and private services required to support the development of Block 5
- ✓ Initiated inquiries with Vaughan and the Region of York re: land use and zoning required to support development of Block 5
- ✓ Launched a Community Health Lecture Series on November 6, 2023
- ✓ Work is well underway for an annual conference on Health and Innovation in Fall 2024
- ✓ Annually report to Vaughan Council - April 16, 2024

VHCP – Block 5 Site Work

Accomplishments to date

- ✓ York University commissioned a due diligence report in alignment within the framework of sections 10-13 of the Letter of Intent between the City of Vaughan and York University
- ✓ GHD was awarded the contract and site data was collected over the summer 2023
- ✓ GHD Report completed September 22, 2023
- ✓ Monitoring of test wells for water table level to capture a full year of data
- ✓ Cost estimate for the Site Services and constructing a common roadway between Block 4 and Block 5 completed.

Community Health Lecture Series



This collaborative event, held on November 6, 2023, titled “Aging into the Future,” explored the fundamental themes of health equity, empowerment, and the significance of relationships between healthcare providers, communities, and families.

➤ Panellists at the event included:

- York University Professor **Tamara Daly**, director of the York University Centre of Aging Research & Education (YU-CARE), and the director of the Social Sciences & Humanities Research Council Partnership Grant Imagine Aging;
- York University Associate Professor **Mary Fox**, a world-renowned expert in gerontological nursing and a health services researcher; and
- **Dr. Dmitriy Petrov**, a practising geriatrician at Mackenzie Health with expertise in neurodegeneration and frailty.



Annual Research Conference on Health and Innovation

- Planning has begun on a late fall 2024 Health and Innovation Conference in partnership with Mackenzie Health to showcase research and forge collaborations
- With health technology a focus, a potential inclusion of York's \$318.4M CFREF program: Connected Minds Neural and Machine Systems for a Healthy Just Society is being considered
- Conference will bring together clinical leaders with researchers and graduate trainees, together with healthcare professionals, thought leaders and health experts



Annual Conference to compliment ongoing Community Health Lecture Series

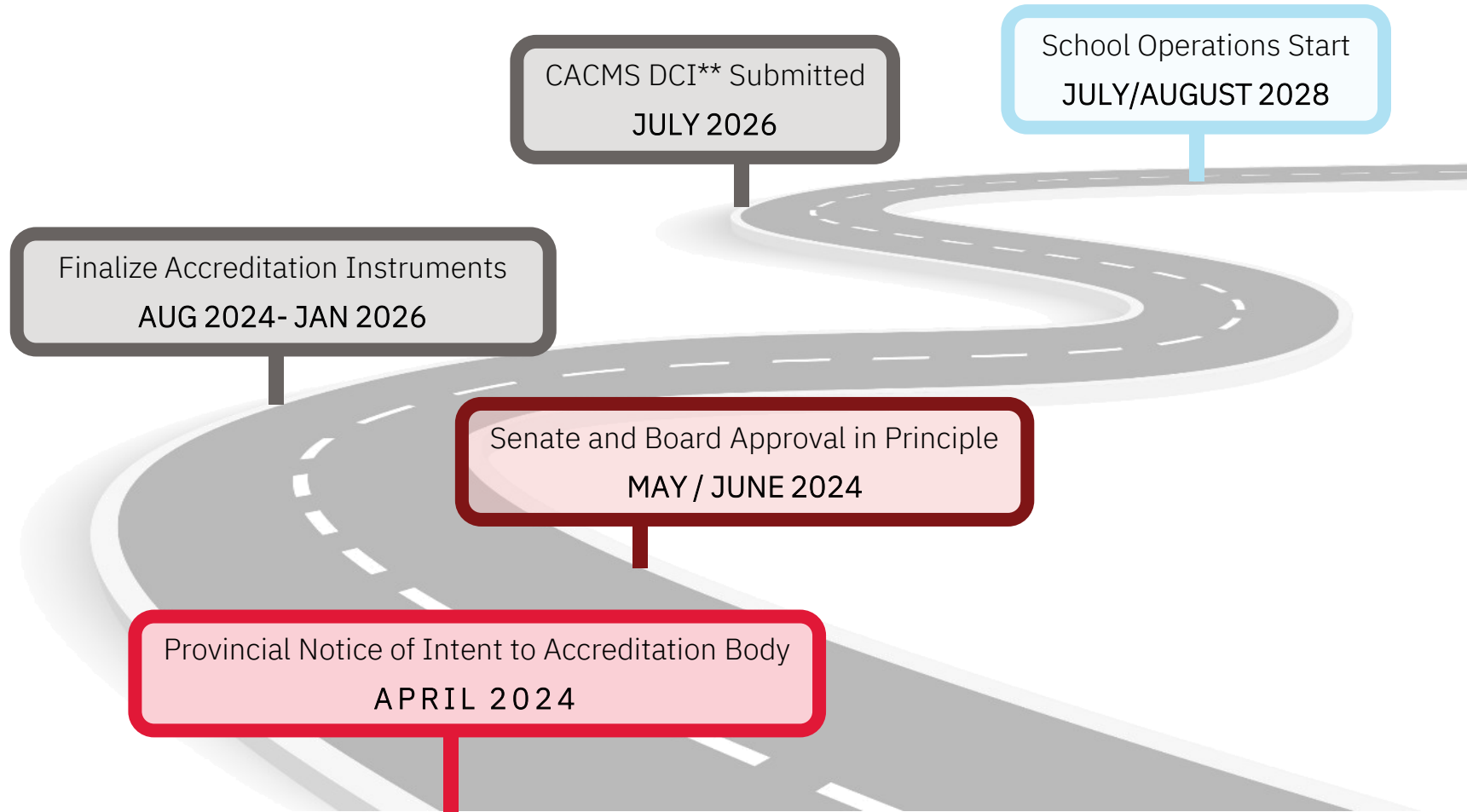
Update on Research Collaboration

- York has been actively working with many of our researchers across the full health spectrum to identify and shape potential research collaborations and areas of research interest and focus.
- York and Mackenzie Health teams have been meeting regularly to advance discussions around some important research collaborations. Some recent examples include:
 1. Project to **optimize operating room schedules** to address the post-pandemic backlog of cancelled surgeries by improving the booking data collection and workflows in the electronic medical record
 2. Project for **remote rehabilitation for stroke survivors and others** with the York Centre for Vision Research and VISTA researchers .
 3. Project on designing technologies for **early-stage dementia patients**.
 4. Project to recruit new parents and babies to assist with his research **cognitive effects around birth experience**.
- Proposal for a joint panel at the upcoming MedTech Expo in October 2024 with Mackenzie Health, ventureLAB, Vaughan and YorkU submitted. Panel will explore developing advantageous partnerships with healthcare stakeholders, including hospitals, universities and innovation hubs.



Post-Green Light Project Milestones

The below figure illustrates a potential project timeline of the York University School of Medicine.

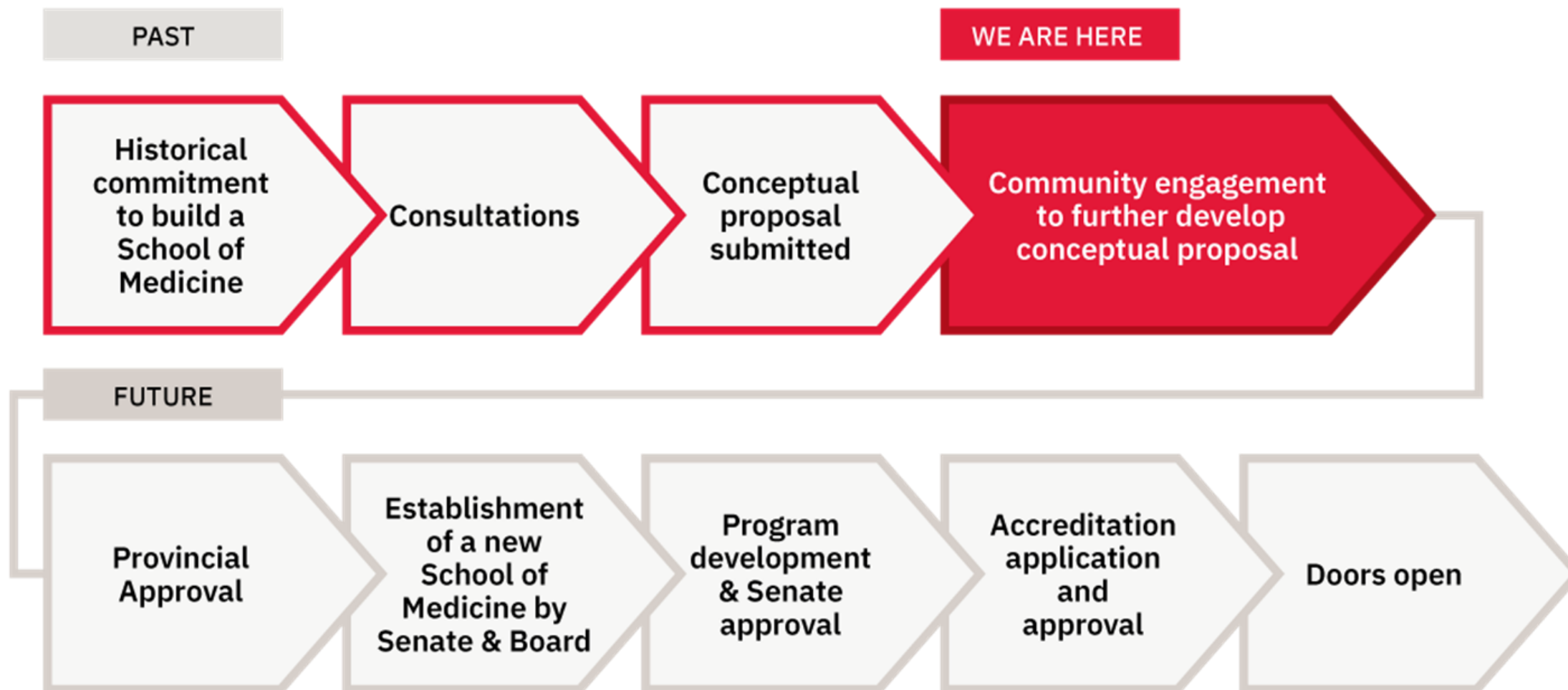


**CACMS DCI = Committee on Accreditation of Canadian Medical Schools Data Collection Instrument



Community Consultation and Engagement

Process



External Consultation

- External outreach began in Fall 2021
- We have since hosted two virtual Community Townhalls, the first one took place in March 2022, and the second one in September 2022
- To date, we have met with close to 70 different organizations and community stakeholders both within and outside of the catchment area
- We have received 53 signed Letters of Support on behalf of their organizations
- Our online letter of support has garnered 101 signatures from the public however this has not been actively promoted by the university



Widespread Community Support

**Leadership from all
hospitals in the
Catchment Area**

**Ontario Health Teams
throughout the
catchment**

**Community Health
Centres & Family
Health Teams**

**Community Health
Advocacy
Organizations**

**Ontario Medical
Association**

**First Nations Chiefs
and other Indigenous
leaders**

**Catchment Mayors,
Regional Health
Service leads**

**Chief Medical Officers
of Health for Toronto,
York Region, Simcoe
Muskoka**

**Chambers of
Commerce**

**External supporters/
potential donors/
alumni**

Internal York Consultation

- 5 Faculty Councils and 292 council members (plus LA&PS Council on January 12, 2023)
- 9 departments/schools and 126 individuals
- All Faculty of Health units have been consulted individually
- Consultation notes are posted publicly at: [Resources - School of Medicine \(yorku.ca\)](https://resources.scholarship.yorku.ca/scholarship/yorku/consultation/)





**ALIGNMENT WITH
GOVERNMENT
PRIORITIES**

ALIGNMENT WITH MUNICIPAL, PROVINCIAL AND FEDERAL GOVERNMENT PRIORITIES

CATCHMENT AREA MUNICIPALITIES

- **Attracting health human resources, especially primary care providers**
- **Addressing population health and the social determinants of health**
- **Improving integrated team-based care across within and across regions**

PROVINCE OF ONTARIO

- **Enhancing access to primary care providers**
- **Reducing unnecessary emergency room visits**
- **Bringing down wait times**
- **Deliver better coordinated care in the community and closer to home by improving:**
- **Access and options for palliative care**
- **Mental health and addictions services**

GOVERNMENT OF CANADA

- **Making Sure Every Canadian Has Access to a Family Doctor or Primary Health Team**
- **Increasing Rural and Underserved**
- **Eliminating the Backlog of Surgeries and Procedures**
- **Expanding Virtual Health Care Services**



Business Plan

Key components of the business case include:

- The York University School of Medicine would start with a class of **80 undergraduate learners** (240 at steady state) and **102 postgraduate learners** (293 at steady state).
- York University has a plan to recruit students who are resident in or **connected to our catchment area**, and who demonstrate interest in primary care and serving these communities.
- We would be able to **accept the first class of students in 2028**, if we received approval for York's School of Medicine by July 2024.
- York would receive a **grant to support planning and start-up phase** for the medical school beginning in 2024.

Measuring our Impact

The York University School of Medicine will:

- Address the urgent need for primary care physicians and hospitalists in Ontario - especially in our underserved catchment area
- Keep more people healthier longer, living in their communities through a preventive approach which will drive down escalating healthcare costs
- Enhance an efficient healthcare system through a focus on prevention and alignment with the Ontario Health Teams and other existing health care resources
- Contribute significantly to the socioeconomic well-being of the Province of Ontario.



The Business Case

1. The Federal and Provincial governments are investing in medical education
2. We have a strong preliminary business model and will continue to make adjustments as needed
3. The Province would support the operational costs of the medical school
4. A two-year bridging pathway for health fields
5. City of Vaughan has already committed the land
6. An estimate for the capital costs has been carried out and we will continue to make adjustments as needed
7. We have a plan for securing the capital costs from diverse sources including philanthropic donations
8. The medical school will bring about a number of benefits to York's brand and reputation
9. Future advancement opportunities
10. The School of Medicine aligns with York's University Academic Plan contributing to the realization of the vision and strategic priorities and enhancing our reputation in the sector.



Increasing Externally Sponsored Research*

University of Toronto: \$1,461,571.00

University of Ottawa: \$432,676.00

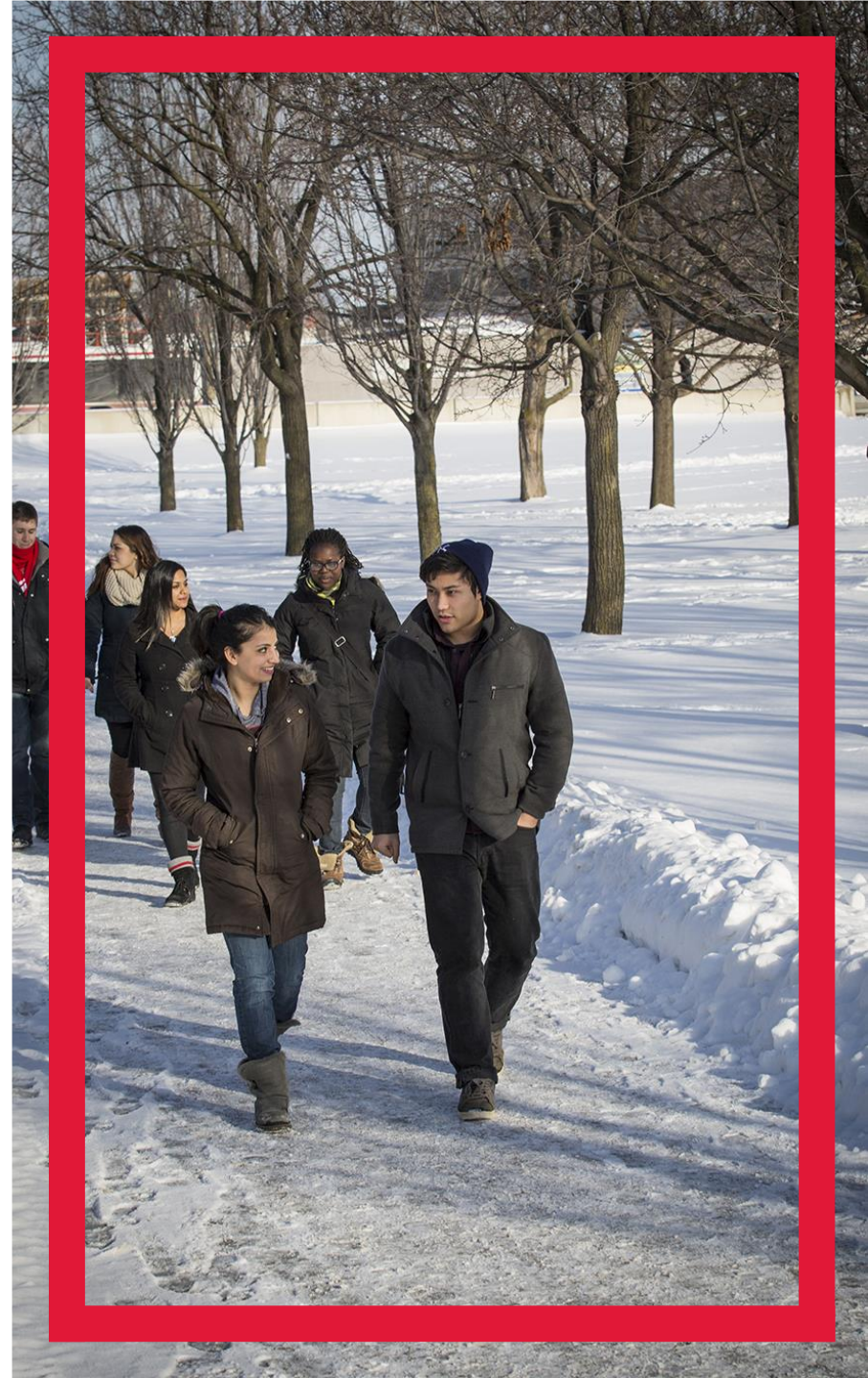
Western: \$264,426.00

McMaster: \$374,609.00

Queen's: \$227,337.00

York: \$105,541.00

*FY2021 externally sponsored research income for five universities (most of which are smaller than York) with a medical school in Ontario.





APPENDICES

York University Mission & Vision Alignment

- **Our Mission:** the pursuit, preservation, and dissemination of knowledge. We promise excellence in research and teaching in pure, applied and professional fields. We test the boundaries and structures of knowledge. We cultivate the critical intellect.
- **Vision:** to provide a broad demographic of students with access to a high quality education at a research-intensive University that is committed to enhancing the well-being of the communities we serve.

Historical Planning Context

References to a School of Medicine in University Academic Plans (as approved by Senate)

- **2010-2015:** *“An ongoing commitment to the diversification of academic activities in line with creating a more comprehensive university, including teaching and research in the areas of health, engineering, applied science, **medicine**, business and professional programs, while sustaining, affirming, and building upon the foundation provided by our distinctive strengths in the liberal arts, the fine arts, and the sciences as well as interdisciplinary programs and opportunities for students to combine disciplinary fields. (6)... The groundwork has been laid for the eventual creation of a distinctive **medical school** at York (11).”*
- **2015-2020:** *“...With multiple campuses we will become more comprehensive in scope and have greater chances to fulfill our mission and vision. York has signaled its interest in housing a **medical school** and has set the stage for this eventuality (10)...We will continue to lay the groundwork for a **medical school**. (21)”*
- **2020-2025:** *“We will develop an integrated health precinct with partners in Vaughan...We are well placed over time to establish a **medical school** aligned with this vision, to serve one of Canada's fastest growing and most diverse regions through a community-based care model that integrates physicians into broader health and wellbeing promotion teams.”*

Historical Planning Context

Strategic Mandate Agreements (setting terms of funding from the Province)

2014-2017: *“Institution-Specific Aspirations: Creation of a York University campus in York Region in partnership with Seneca College; **A School of Medicine.***

2017-2020: *“We will fully realize plans for our new Lassonde School of Engineering and continue to lay the groundwork for York’s long-term ambition to **establish a new medical school**”*

2020-2025: *“We are partnering with the City of Vaughan and Mackenzie Health to expand our leadership in community-based and interprofessional health care programs focused on preventive health and designed to keep the people of Ontario healthier, longer. York’s long-term vision includes a **community-focused medical school** addressing Ontario’s unmet health care needs by focusing on integrated care, family medicine and health and well-being throughout the life course for one of Canada’s most diverse regions.”*