

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 16, 2023

Item 11, Report No. 23, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on May 16, 2023.

11. MACKENZIE HEALTH ANNUAL UPDATE

The Committee of the Whole recommends:

- 1. That the recommendations contained in the following report of the City Manager, dated May 9, 2023, be approved; and**
- 2. That the Communication C3 from Altaf Stationwala, Mackenzie Health President and CEO, Major Mackenzie Drive West, Vaughan, dated May 2, 2023, be received.**

Recommendations

- 1. THAT Council receive an update from Altaf Stationwala, CEO of Mackenzie Health, regarding key achievements at the Cortellucci Vaughan Hospital in 2022 and growth plans for future expansion of Mackenzie Health facilities and services in Vaughan.**

Committee of the Whole (2) Report

DATE: Tuesday, May 9, 2023 **WARD(S):** ALL

TITLE: MACKENZIE HEALTH ANNUAL UPDATE

FROM:

Nick Spensieri, City Manager

ACTION: DECISION

Purpose

In February 2021, the Cortellucci Vaughan Hospital opened to support the provincial pandemic response before opening as a full-service hospital in June 2021. In 2022, Cortellucci Vaughan Hospital has delivered an extensive range of programs and services to support the healthcare needs of Vaughan's growing community. This report provides an update on key milestones and achievements by Mackenzie Health in 2022, as well as an update on plans for the future growth of hospital operations in Vaughan at the Vaughan Healthcare Centre Precinct.

Report Highlights

- Nearly two years ago, Mackenzie Health opened the Cortellucci Vaughan Hospital as a full-service hospital, providing much-needed health care capacity for York Region and expanding access to care for the local community.
- Since opening, the Cortellucci Vaughan Hospital has delivered significant health, employment and economic benefits to Vaughan, and Mackenzie Health has plans for future growth to meet the growing healthcare needs of the local community and of an aging population.
- In 2022, the Mackenzie Health system achieved significant care delivery milestones, including the delivery of 3,597 babies, 10,584 surgical procedures, 181,640 Emergency Department visits and 1,975 critical care admissions.
- Expansion of the Cortellucci Vaughan Hospital and the establishment of a long-term care facility on the Vaughan Healthcare Centre Precinct (VHCP) lands are important steps in the development of the VHCP as a world-class destination for health and health innovation that will enhance the City's social and economic vitality.
- The economic impact of the existing Mackenzie Health system is an exemplar of the significant economic impact that a fully developed VHCP will have in Vaughan, and in York Region and Ontario more broadly.
- The work of the VHCP Advisory Task Force will continue in 2023 to facilitate collaborative strategic planning and program development efforts by Mackenzie Health, York University and ventureLAB and to advance the realization of the VHCP vision.

Recommendation

1. THAT Council receive an update from Altaf Stationwala, CEO of Mackenzie Health, regarding key achievements at the Cortellucci Vaughan Hospital in 2022 and growth plans for future expansion of Mackenzie Health facilities and services in Vaughan.

Background

On June 6, 2021, Cortellucci Vaughan Hospital opened as a full-service hospital, creating much-needed health care capacity for York Region and expanding access to care for the local community.

Cortellucci Vaughan Hospital is the first hospital to be built in the City of Vaughan, and the first net new hospital to be built in Ontario in more than 30 years. Cortellucci

Vaughan Hospital is also the first smart hospital in Canada, featuring fully integrated smart technology systems and medical devices that can speak directly to one another to maximize information exchange and enable improved patient care. Through modern and proven best practices, the hospital is providing state-of-the-art health care and positive outcomes for patients and their families.

The growth of the Mackenzie Health system in York Region also means that the local community has access to two full-service emergency departments, core services and specialized services to provide them with the care they need. Patients can access Woman and Child, Inpatient Mental Health and Inpatient Integrated Stroke programs at Cortellucci Vaughan Hospital, while an extensive range of outpatient clinics, chronic kidney disease care, complex continuing care and rehabilitation are available at Mackenzie Richmond Hill Hospital. Mackenzie Health's community-based locations and services also continue to provide additional support to residents across western York Region and beyond.

Together as a two-hospital system, the Cortellucci Vaughan Hospital and the Mackenzie Richmond Hill Hospital have provided an extensive range of healthcare services to the local community.

As of March 2023, Mackenzie Health's operations in York Region are driven by:

- 678 physicians;
- 5,142 staff; and
- 700 volunteers.

In 2022, Mackenzie Health's two-hospital system continued to deliver an extensive range of healthcare services to residents of York Region. In 2022, the hospitals achieved major care delivery milestones, including:

- 292,714 diagnostic imaging tests
- 181,640 Emergency Department visits
- 10,584 surgical procedures
- 1,975 critical care admissions
- 10,372 medicine unit admissions
- 3,597 babies delivered
- 5,276 Pediatric Urgent Care Clinic (PUCC) visits
- 29,976 outpatient mental health visits
- 634 mental health admissions
- 3,408 stroke patient visits
- 21,633 outpatient cancer visits

While staffing challenges are being felt across the healthcare system, Mackenzie Health is in a stable, steady-state and continues to increase its employee head count.

Mackenzie Health has been in a constant state of recruitment since opening Cortellucci Vaughan Hospital and doubling access to care for the community. As the two-hospital system expands the programs and services offered to support the growing community, Mackenzie Health will continue hiring to meet staffing needs.

Mackenzie Health's staff vacancy count at the end of March 2023 was the lowest it has been since September 2021 at 527. The organization has consistently recruited more external candidates than the number of exits from the organization and has achieved a 16% growth in employee headcount since November 2021.

Mackenzie Health has plans to continue expanding facilities and services in Vaughan to better meet the healthcare needs of the local community and of an aging population.

York Region is one of the fastest-growing communities in Canada with a population expected to grow by more than 35 per cent over the next 20 years. Opening the Cortellucci Vaughan Hospital has enabled Mackenzie Health to double access to care for the local community, but the organization must continue to expand programs and services to meet the needs of residents in the communities it serves.

Mackenzie Health is committed to expanding and updating both hospitals to provide quality patient care and a safe, pleasing environment for staff, physicians, volunteers and patients. The organization is exploring opportunities to increase its footprint and expand the healthcare services it can provide to residents across western York Region.

The Cortellucci Vaughan Hospital was initially designed with a capacity of up to 350 beds, with room to grow along with the community to an increased capacity of up to 550 beds. Mackenzie Health has a proposal before the provincial government to fit out the shelled space in the Cortellucci Vaughan Hospital. If approved, this could increase the system's acute care capacity in the near term.

On April 20, 2022, Mackenzie Health announced support from the provincial government to meet the needs of an aging population in York Region by building a new long-term care home adjacent to Cortellucci Vaughan Hospital.

The new Mackenzie Health Long-Term Care facility will create 256 new long-term care beds in Vaughan to meet the healthcare needs of seniors in the community. Building a new long-term care home in Vaughan on the lands adjacent to the Cortellucci Vaughan Hospital will help integrate the long-term care home into the broader healthcare system and ensure the health ageing of local residents. Construction is expected to start in Winter 2025.

The corridor between the two Mackenzie Health hospital locations in Vaughan and Richmond Hill is an important asset that will support the development and success of the future Vaughan Healthcare Centre Precinct (VHCP). As a healthcare system providing a broad range of clinical and community-based services, Mackenzie Health will provide unique opportunities for work-integrated learning, industry-academic collaborations, and medical innovation as a key VHCP partner.

Mackenzie Health is an integrated public healthcare system responsible for providing services to residents of York Region, and beyond. The organization currently operates the Mackenzie Richmond Hill Hospital and the Cortellucci Vaughan Hospital at the VHCP. As Canada's first smart hospital, the experience at the new Cortellucci Vaughan Hospital is establishing a new direction for hospital service, care and delivery across Canada and beyond.

The connections between the Mackenzie Health hospital locations in Richmond Hill and Vaughan provide a unique opportunity to leverage activities at both hospitals to develop cutting-edge, technology-driven healthcare training for students at a new YorkU School of Medicine. Mackenzie Health maintains robust academic and community relationships and the organization is committed to an expanded academic and community partnership that supports academic research, medical training and innovation, which could ultimately enhance its own patient care delivery.

Expansion of the Cortellucci Vaughan Hospital and the establishment of a long-term care facility on the VHCP lands are important steps in the development of the VHCP as a world-class destination for health and health innovation that will enhance the City's social and economic vitality.

The vision for the VHCP is a world-class, health innovation destination that will enhance Vaughan's social and economic vitality, while also producing regional and extra-regional economic impact. The VHCP will be a destination for excellence in health research, education, commercialization, and innovation. Collectively, the expertise and

physical co-location of each member organization in the Partnership provides an opportunity to leverage cross-disciplinary expertise and have the VHCP emerge as a leading medical innovation node.

The new Mackenzie Health Long-Term Care facility will be an essential component of the overall VHCP and an important step in the development of the precinct. Not only will the LTC facility help meet the healthcare needs of seniors in the community, it will also provide opportunities for experiential learning, the development of new healthcare practices and technologies, and the attraction of new businesses in the healthcare, health technology and life sciences sectors.

Creating greater opportunities for learning, innovation and employment are a critical part of supporting a healthy population and a resilient economy, and together with York University and ventureLAB, Mackenzie Health is supporting the education and attraction of talent, not only in the health field but in technology and the knowledge industry more broadly.

In December 2022, Council approved a recommendation that the VHCP Advisory Task Force continue to convene for the 2022-2026 Term of Council.

Through the VHCP Advisory Task Force, the City of Vaughan, Mackenzie Health, York University and ventureLAB will continue working collaboratively towards the realization of the Vaughan Healthcare Precinct as a world-class destination for excellence in health research, education, innovation and commercialization.

Previous Reports/Authority

[Vaughan Healthcare Centre Precinct Advisory Task Force Findings Report \(Transmittal\) – December 12, 2022](#)

[Ontario Building New Long-Term Care Beds in Vaughan - April 20, 2022](#)

[Cortellucci Vaughan Hospital officially opens as a full-service community hospital – June 6, 2021](#)

[Cortellucci Vaughan Hospital officially opens as a system solution to fight COVID-19 – February 7, 2021](#)

[Vaughan Healthcare Centre Precinct – Enabling Next Steps – Committee of the Whole \(2\) Report – Tuesday, February 8, 2022](#)

[City of Vaughan Healthcare Centre Precinct Feasibility Study and Partnership – Committee of the Whole \(2\) Report – Wednesday, October 13, 2021](#)

[City of Vaughan Cortellucci Vaughan Hospital Advisory Taskforce – Committee of the Whole \(1\) Report – Tuesday, June 1, 2021](#)

[City of Vaughan news release, announcing the signing of the Memorandum of Understanding by the healthcare precinct partners, dated October 2nd, 2019](#)

[Partnership to Advance Economic Development Opportunities in the Vaughan Healthcare Centre Precinct – Committee of the Whole Report – Tuesday, June 4, 2019](#)

Analysis and Options

The economic impact of the existing Mackenzie Health system is an exemplar of the significant economic impact that a fully developed VHCP will have in Vaughan, and in York Region and Ontario more broadly: Mackenzie Health employs 5,142 staff, more than 678 physicians, and engages 700 volunteers.

The Cortellucci Vaughan Hospital acts as an important magnet for attracting highly educated people to live and work in Vaughan. As the hospital, and the VHCP, continue to grow, they will generate significant job creation and economic opportunity for local residents and businesses.

The development of Mackenzie Health, YorkU and ventureLAB facilities at the VHCP will multiply the economic impact that each of these institutions would have on Vaughan's economy by co-locating them at one site and enabling strategic collaboration, sharing of resources and magnification of economic opportunities for students, talent and businesses. The development of the broader VHCP will bring significant Return on Investment in the form of one-time and recurring economic benefits of local, regional, and national significance.

Development of the VHCP will lead to direct and indirect expansion of the local economy by generating new economic opportunities, employment growth and government revenues.

One-Time Impacts

- More than \$755 million in value added to the Canadian economy, opportunities for some 6,300 full-time equivalent employment positions and upwards of \$276 million in government revenues; the vast majority of which would accrue directly within the City of Vaughan and surrounding GTA.

Recurring Impacts

- Support for a total permanent, on-site employment base of some 1,800 jobs, yielding more than \$350 million in operational output each year (excluding the hospital).

Other Benefits

- Opportunities to enhance the municipal profile of the City of Vaughan, attract major anchor institutions, foster a culture of entrepreneurship and innovation, as well as optimize recent and ongoing spending infrastructure, among other intangible benefits.

Direct employment by expansion of Mackenzie Health and the establishment of York University and ventureLAB facilities will be a significant boost to Vaughan's economy, while the indirect employment impact will be considerably larger. The business volume generated by the VHCP will create jobs in a broad range of sectors throughout the local economy – retail and food service sector jobs, teachers, public safety, accounting, financial and other professional service workers.

Financial Impact

None.

Operational Impact

None.

Broader Regional Impacts/Considerations

Mackenzie Health is a regional organization spanning two municipalities in York Region. The growth of the Mackenzie Health system in York Region also means that the local community has access to two full-service emergency departments, core services and specialized services to provide them with the care they need. Patients can access Woman and Child, Inpatient Mental Health and Inpatient Integrated Stroke programs at Cortellucci Vaughan Hospital, while an extensive range of outpatient clinics, chronic kidney disease care, complex continuing care and rehabilitation are available at Mackenzie Richmond Hill Hospital. Mackenzie Health's community-based locations and services also continue to provide additional support to residents across western York Region and beyond.

The Vaughan Healthcare Precinct will also become an important regional asset and major employment node that will create economic opportunity and attract skilled labour from across York Region. The VHCP offers a unique value proposition that reflects the

ongoing evolution of the City of Vaughan into a major urban centre, leverages the establishment of new transportation and institutional infrastructure in York Region, as well as capitalizes on recent trends and opportunities in the economy relating to healthcare innovation and delivery.

Conclusion

It is appropriate that Committee receive the update from Altaf Stationwala, CEO of Mackenzie Health, regarding key achievements at the Cortellucci Vaughan Hospital in 2022, and plans for future expansion of Mackenzie Health facilities and services in Vaughan.

For more information, please contact: Raphael Costa, Director, Economic Development, ext. 8891.

Attachment

1. Vaughan Healthcare Centre Precinct Lure Book

Prepared by

Julie Flesch, Senior Advisor, Strategic Economic Initiatives, ext. 8893

Approved by



Vince Musacchio
on behalf of Nick Spensieri,
City Manager

Vaughan Healthcare Centre Precinct

The next generation of health
innovation is emerging in Vaughan





Vaughan Healthcare Centre Precinct

A world-class destination for excellence in healthcare and health innovation.

In a first-of-its-kind initiative, the City of Vaughan is leading a collaboration to transform an 82-acre parcel of land at Jane Street and Major Mackenzie Drive into the Vaughan Healthcare Centre Precinct (VHCP). Together with partners Mackenzie Health, York University and ventureLAB, the City is developing a world-class destination for healthcare excellence on the lands surrounding the site of the Cortellucci Vaughan Hospital, Canada's first smart hospital. Collectively, each member organization's expertise and physical co-location in the partnership provide an opportunity to leverage cross-disciplinary knowledge, allowing the VHCP to emerge as a leading medical innovation node.

The VHCP will be a **leading medical innovation hub**, representing a collaboration between top educators, researchers, practitioners and business incubators. The VHCP will have a broad mandate encompassing community health innovation in the social, technological and business spheres. It will be a destination of choice for **research, education, innovation, commercialization and services** in healthcare delivery, informatics and wellness, focused on a unique "care without walls" approach.

City of Vaughan

The City of Vaughan is one of the largest municipalities in the Greater Toronto Area, and an important driver of economic activity across York Region and Ontario.

VHCP VISION:

Build an influential medical-focused research node that emerges as a recognized cluster of expertise. Support synergies between a new university anchor, medical facility and incubator to position the VHCP as a dynamic anchor for the GTA and regional innovation ecosystem.

York University

York University (“YorkU”) is an internationally recognized and progressive teaching and research university with a strong foundation in health and health-related programs.

VHCP VISION:

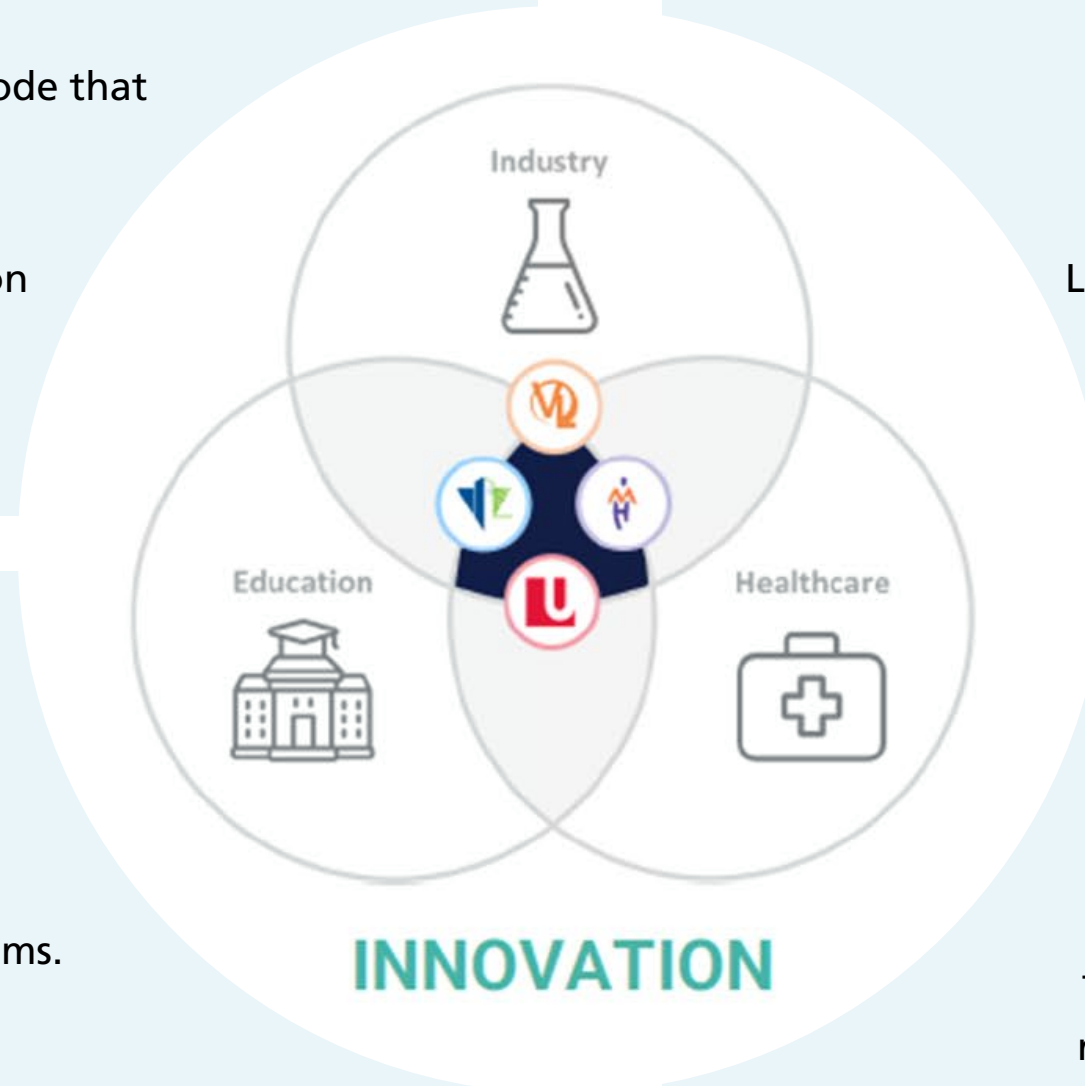
Establish a physical presence that embeds health education, research and innovation into a dynamic space where professionals work, develop health policy and deliver care.

Mackenzie Health

Mackenzie Health is a dynamic regional healthcare provider supporting residents across western York Region at Cortellucci Vaughan Hospital, Mackenzie Richmond Hill Hospital and a network of community-based locations.

VHCP VISION:

Provide world-class healthcare and ensure capacity to meet the growing regional need for medical services. Leverage local innovation and education ecosystems to develop industry-leading solutions that improve advanced medical care.



ventureLAB










ventureLAB is a leading global founder community for hardware technology and enterprise software companies in Canada. ventureLAB’s initiatives have facilitated the creation of more than 4,000 jobs and raised more than \$200 million in investment capital.

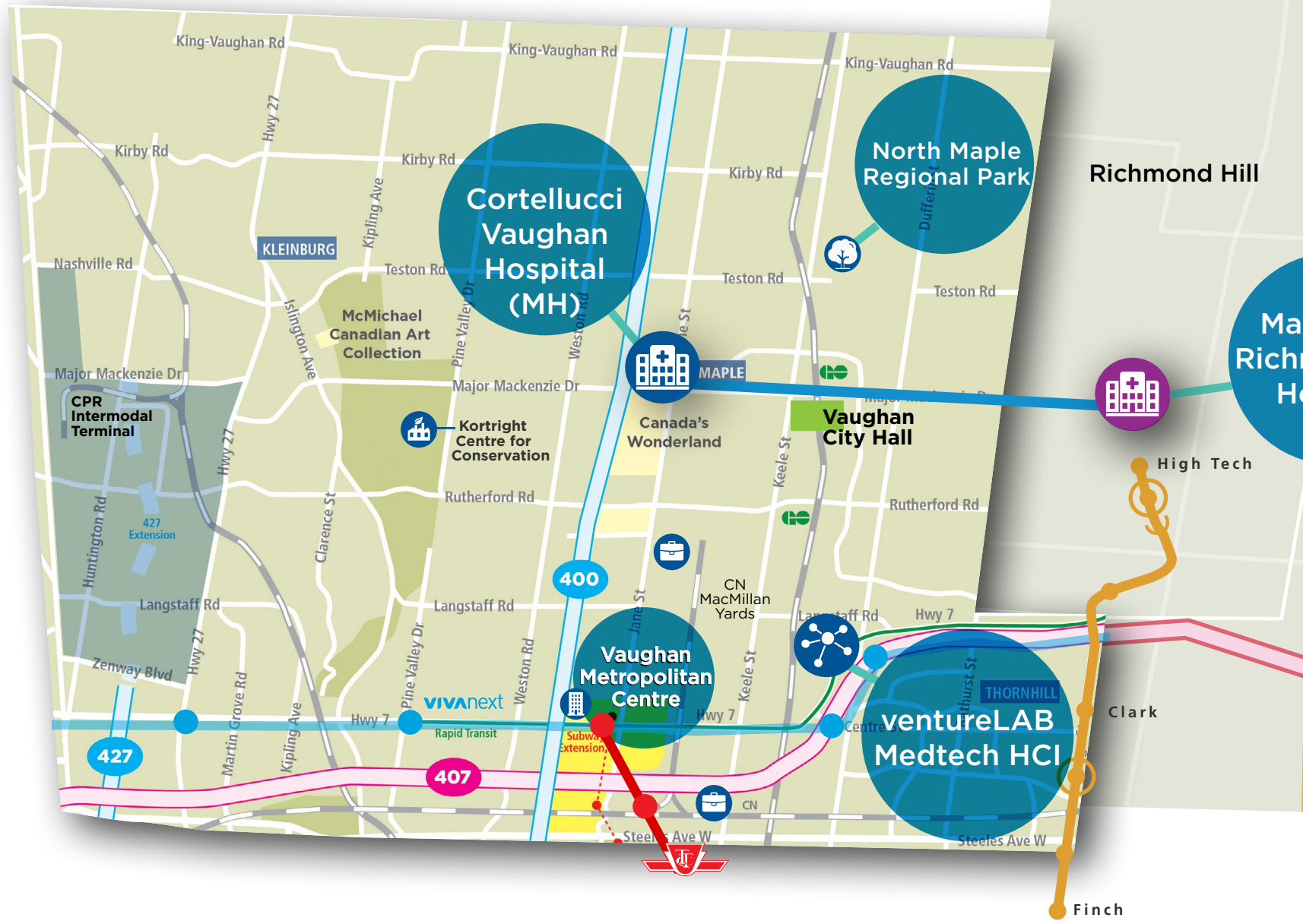
VHCP VISION:

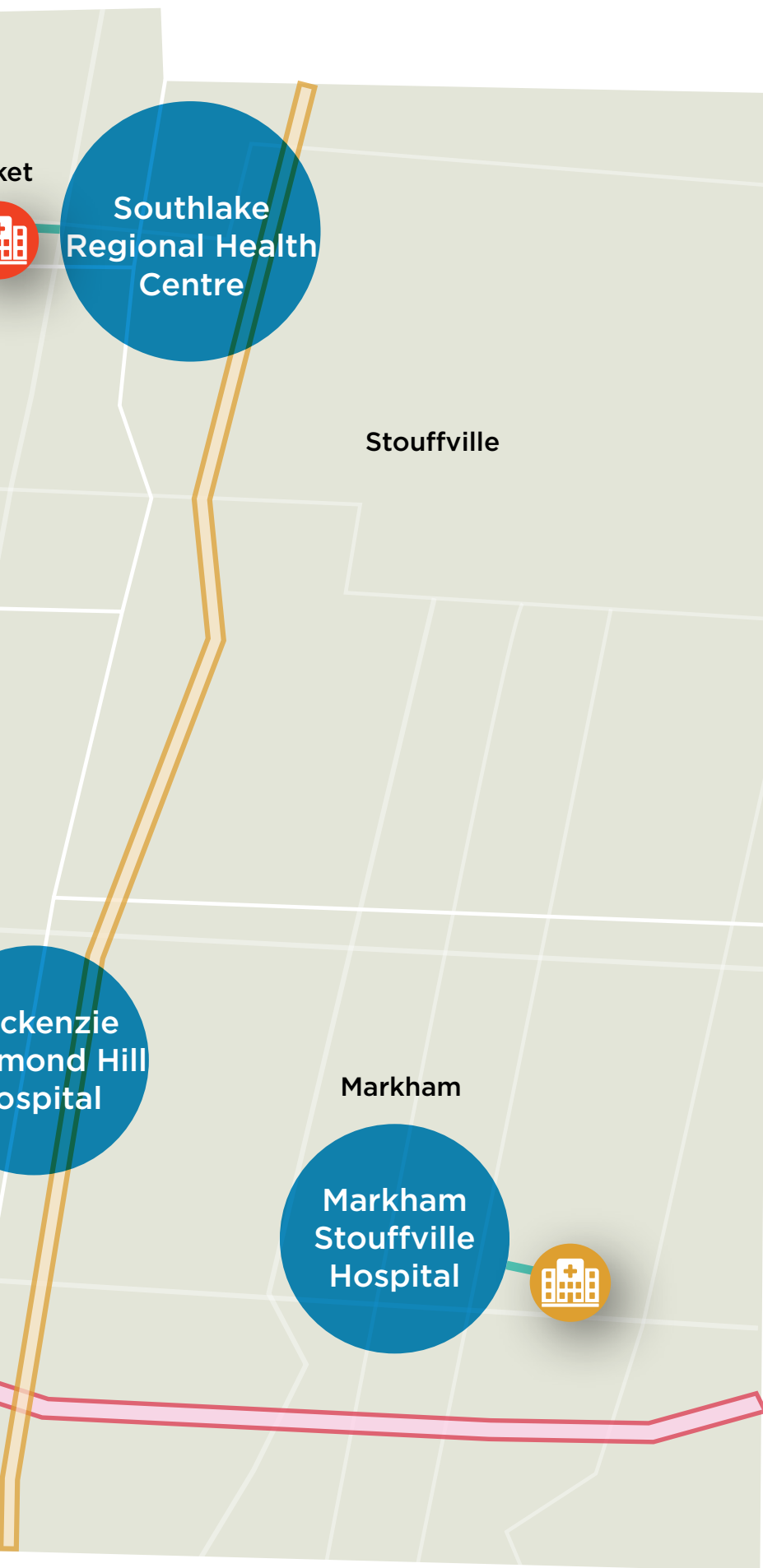
Foster, grow and support startup enterprises, leading researchers and multinational corporations. Increase the profile of Vaughan and support made-in-Vaughan companies with the creation of an innovation centre.



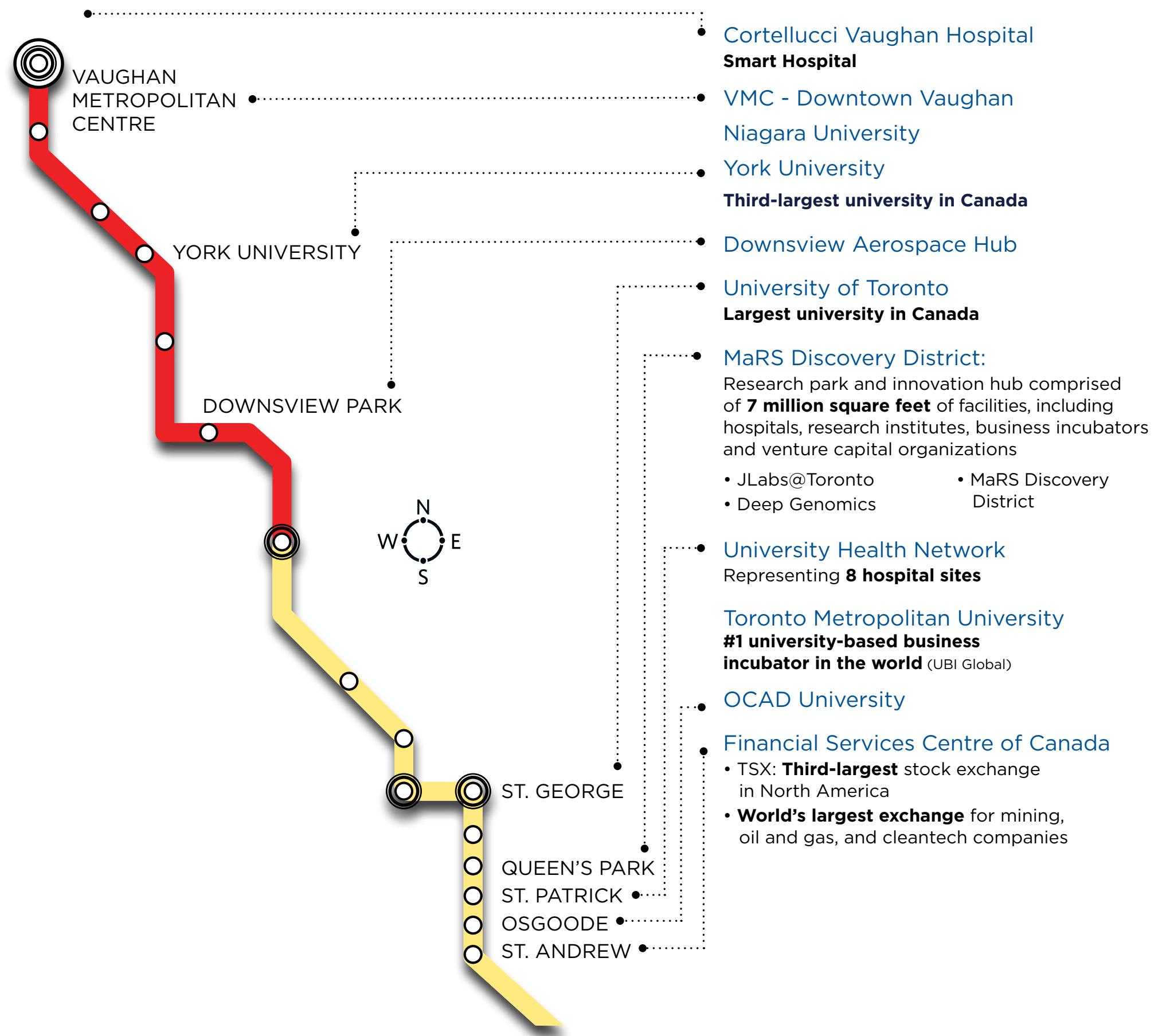
Population size within a 20-minute drive of the VHCP: 1,000,000+

-  **Co-working spaces**
 - Office and industrial
-  **Kortright Centre Living Lab**
 - Product evaluation for new green infrastructure and building design
-  **ventureLAB Medtech Hardware Catalyst Initiative (HCI)**
-  **North Maple Regional Park**
-  **Cortellucci Vaughan Hospital**
 - Opened in 2021
 - Canada's first smart hospital
 - Fully integrated smart technology systems and medical devices
 - Health precinct adjacent to hospital; opportunities for healthcare providers
 - Mackenzie Health affiliate
-  **Mackenzie Richmond Hill Hospital**
 - Mackenzie Health affiliate
-  **Southlake Regional Health Centre**
-  **Markham Stouffville Hospital**
-  **Vaughan Metropolitan Centre (VMC)**
 - Office opportunities
 - High density: 6,500 residents by 2020 and 7,700 residents by 2021





Innovation Corridor TTC Transit: Vaughan to Union Station (TRAVEL TIME: 42 minutes)



Vaughan is a city positioned for success

Ideally located in one of Canada's fastest-growing communities, the VHCP offers easy access to world-class talent, leading research and educational institutes, global and regional transportation networks, and critical resources for innovation and commercialization.

Here are some of the reasons the city of Vaughan is an optimum destination for health and health-technology companies:

The VHCP will support the growth of local health and health-tech sectors, building on the current economic strengths of York Region:

Global companies include, among others, AB Sciex, Allergan, Astellas, Bausch & Lomb, Johnson & Johnson, LGC, Canon Medical, Cardinal Health, Leo Pharma, Chepeid, Olympus Canada, PerkinElmer, Philips Healthcare, Smiths Medical, and Teva Pharmaceuticals. Leading Canadian companies include Amico Group, Apotex, Elastic Care, Extendicare, Impopharma, Nexia Health Technologies, Platinum Naturals and Prolenium Medical, to name a few.

The VHCP is connected to major transportation assets in Vaughan.

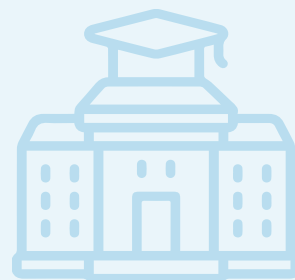
The city of Vaughan:

- has direct access to Highways 427, 400 and 407 and is minutes away from Highways 401, 404 and 410.
- is connected to rail service via the Canadian National (CN) MacMillan Yard, the Canadian Pacific (CP) Railway Vaughan Intermodal Terminal and the passenger rail service via the Maple and Rutherford stations on GO Transit's Barrie line.
- has subway service via three stations on the Toronto Transit Commission's Line 1.
- has access to non-stop flights on 75 carriers to 180 destinations worldwide via Toronto Pearson International Airport — Canada's busiest airport — located within 10 kilometres of Vaughan's southwestern boundary.



350+

Life Sciences & Health Tech
companies in York Region



40,000

Metro-Area Life Sciences & Healthcare
Degree Students



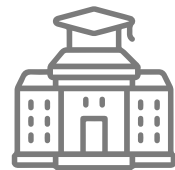
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World-class hospitals within
50km of the VHCP

Strategic Objectives

The VHCP will be an epicentre for collaborative development of next-generation solutions to policy-based, technology and systemic healthcare challenges.

EDUCATION AND RESEARCH



Mackenzie Health

HEALTHCARE



Innovation



INDUSTRY



Collaborative Goals

Translating research and innovation to policy and practice, improving quality of care and enabling “care without walls”

Research collaboration between Mackenzie Health clinicians and York University faculty from a broad spectrum of disciplines will generate new approaches to acute care. This includes understanding multiple diseases in one patient simultaneously in terms of prevention, management and rehabilitation of injuries, chronic conditions and post-surgical treatments.

Leverage data analytics, machine learning and smart technology to advance efficiency and quality of care

Pair the hospital’s smart technology and solutions developed by ventureLAB companies with York University’s data analytics and machine learning expertise to advance the quality and efficiency of care.

Commercialization of innovative health technologies

Collaboration between Mackenzie Health, York University and ventureLAB to foster co-operation and co-development between private sector/entrepreneurs and clinicians/hospital administration, and to incubate and scale innovative health technologies.

Preparing the health workforce of the future

Creating experiential and integrated learning opportunities to train the next generation of healthcare professionals to utilize modern, world-class practices and to be proficient with the latest technologies.





Economic Impact

The widespread economic impacts associated with the development of the VHCP will generate significant one-time and ongoing operational investments.

ONE-TIME CONSTRUCTION BENEFITS



\$755M in total economic value add
81% generated in Vaughan



6,300 construction jobs (FTE's)
across Canada
84% located in Vaughan



\$276M in government revenues
\$49M accruable to Vaughan

ANNUALLY REALIZED OPERATIONAL BENEFITS



\$402M in total economic value add
82% generated in Vaughan



3,200 jobs (FTE's) across Canada
70% in professional, scientific and technical services



\$121M in government revenues
\$9M accruable to Vaughan

The VHCP will become a regional anchor that attracts economic growth and activity, thereby catalyzing future investment in the local economy.

Contact

City of Vaughan

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2141 Major Mackenzie Dr.
Vaughan, ON, Canada L6A 1T1

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vaughanbusiness.ca



**Communication: C3
Committee of the Whole (2)
May 9, 2023
Item #3**

Mackenzie Health update

Presentation to Vaughan Council

**Altaf Stationwala
President and CEO, Mackenzie Health
Tuesday, May 9, 2023**



Mackenzie Health today



Mackenzie Health as two hospitals



5,142*
Staff



700*
Volunteers



678*
Physicians



292,714
diagnostic
imaging tests



181,640
Emergency
Department visits



10,584
surgical
procedures



**

1,975
critical care
admissions



10,372
medicine unit
admissions



3,597
babies
delivered



5,276
Pediatric Urgent
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visits



29,976
outpatient mental
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634
mental health
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3,408
stroke patient
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21,633
outpatient cancer visits

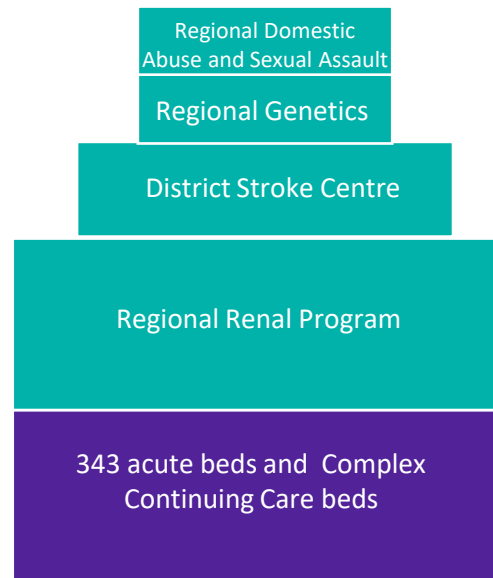
*data current to March 2023

**data from Jan. 1, 2022 – Dec. 31, 2022

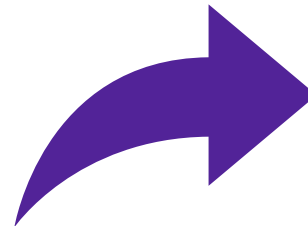
Two hospitals to serve our community

In 15 years, Mackenzie Health has more than doubled its base number of beds

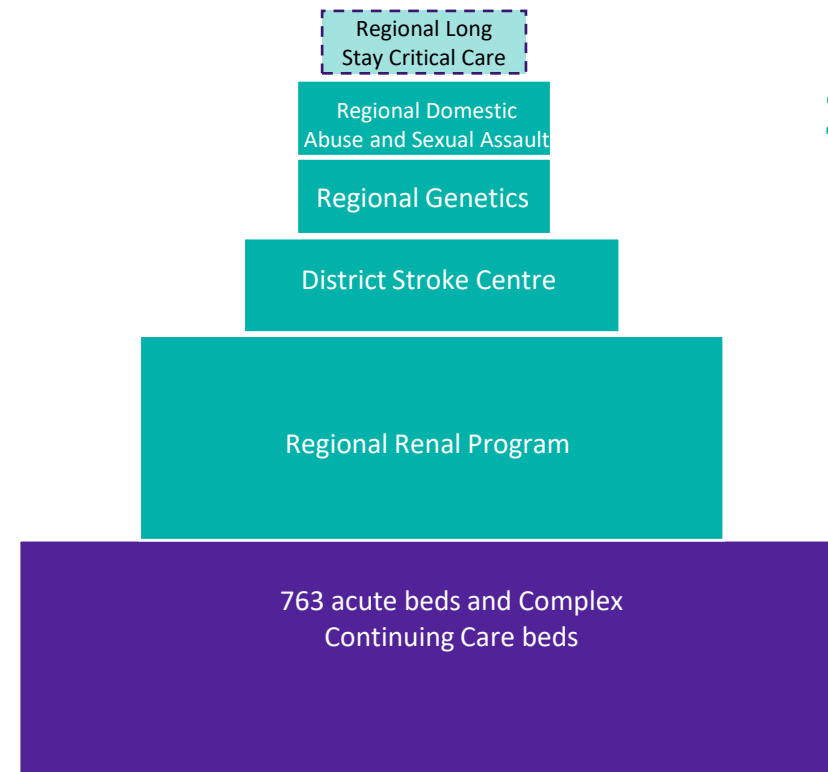
2008



Catchment area: Richmond Hill
Population served: ~180K
Emergency volumes: under 60K



2023



Catchment area: Richmond Hill, Vaughan and King
Population served: ~580K
Emergency volumes: 212K

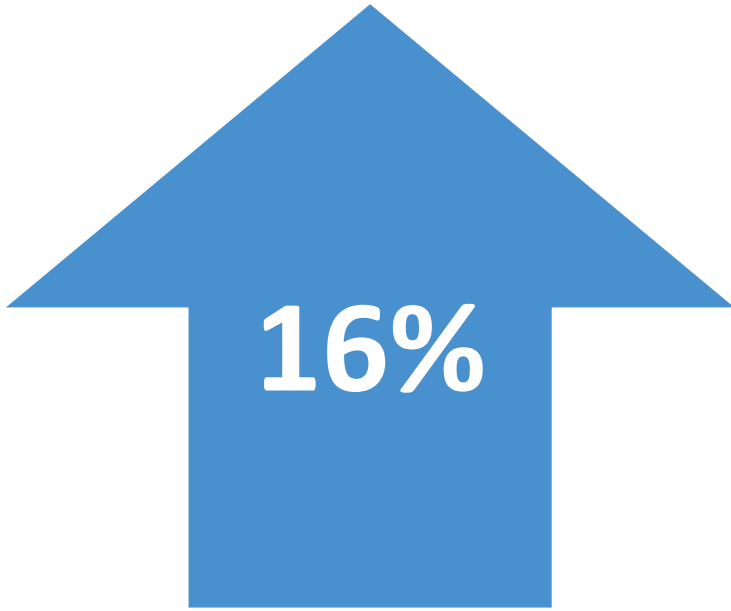
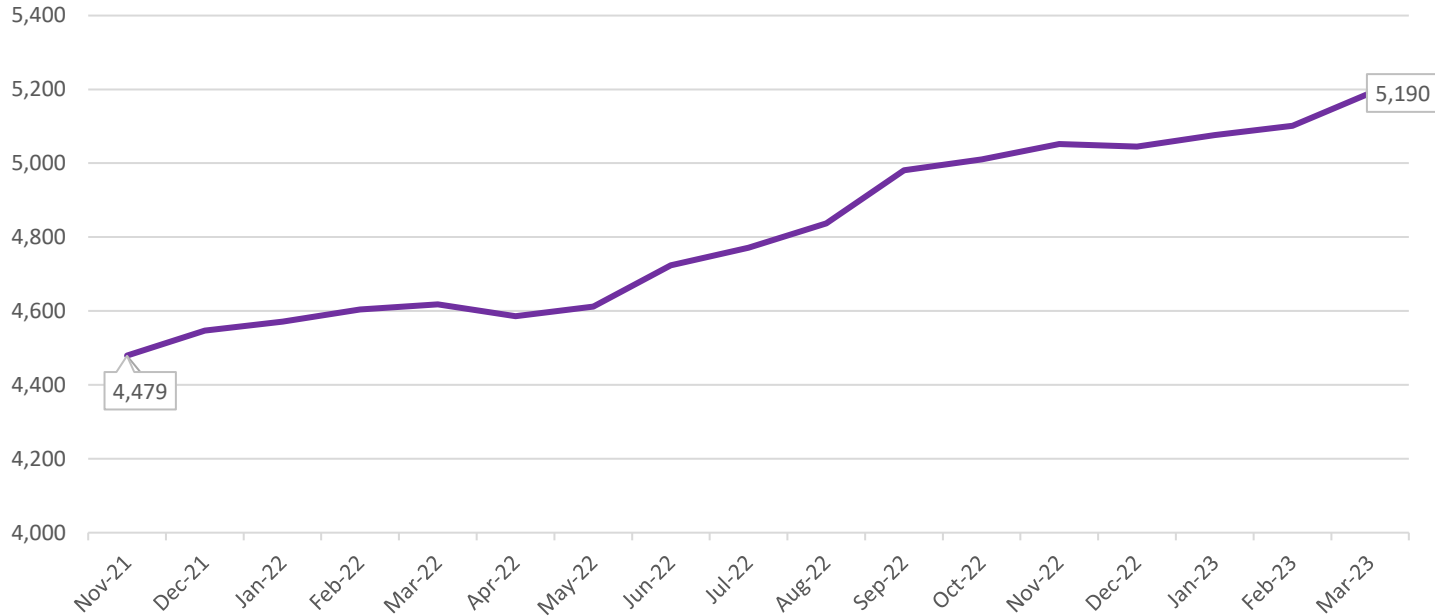
Caring for our community

- Emergency Department pressures
- Capacity pressures
- Addressing the surgical backlog



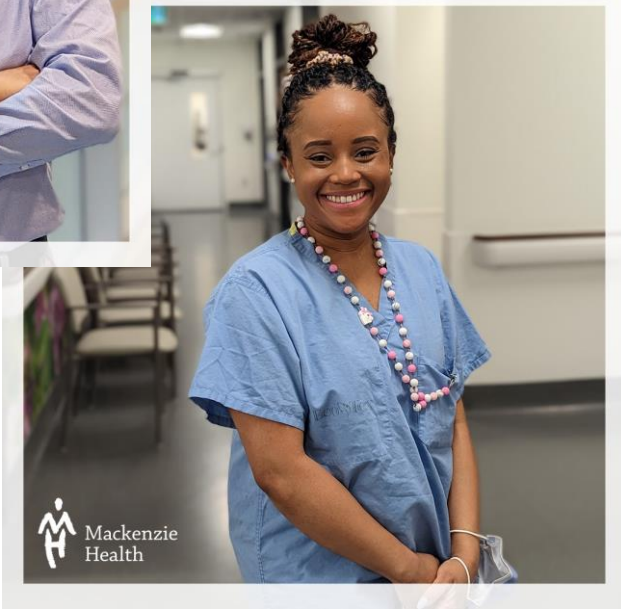
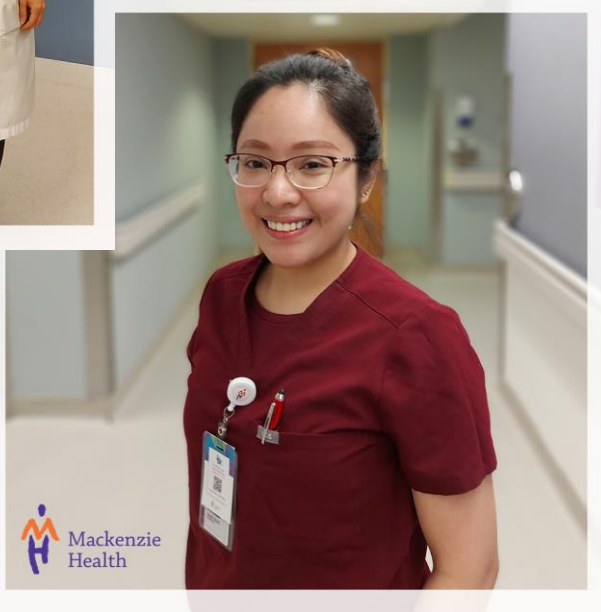
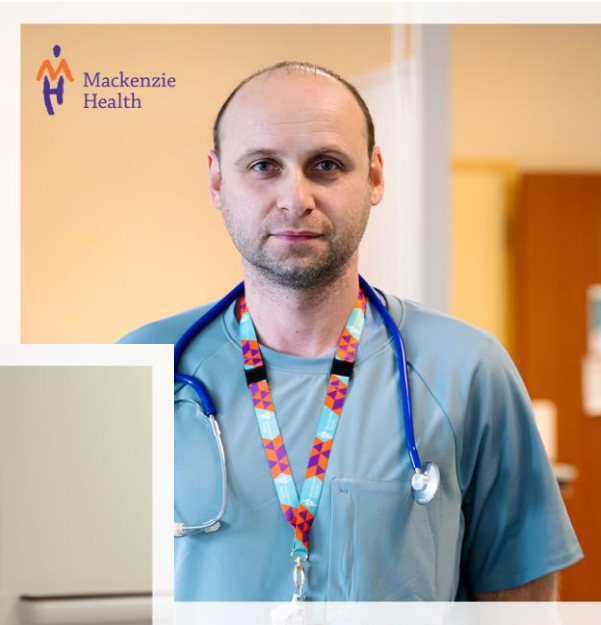
Staffing and recruitment

Employee Headcount
November 2021 - March 2023



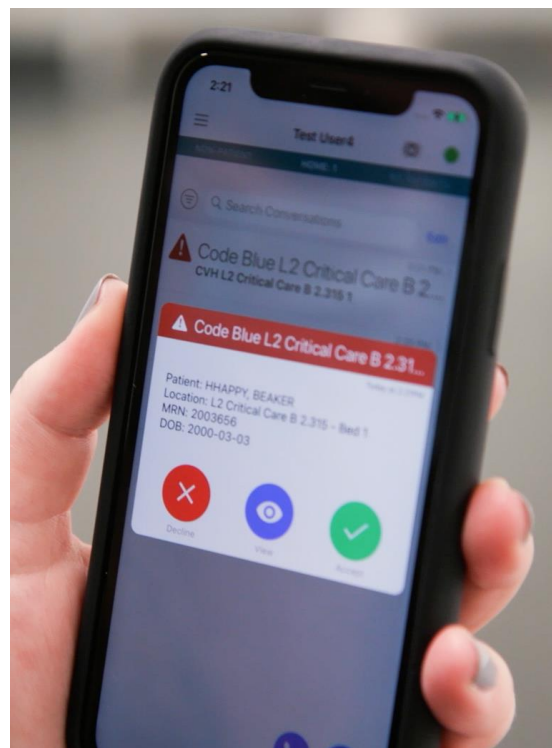
Increase in total number of staff
between Nov. 2021 and March 2023

Staffing and recruitment



Enhanced care through technology

Leveraging our technology investments across both hospital sites

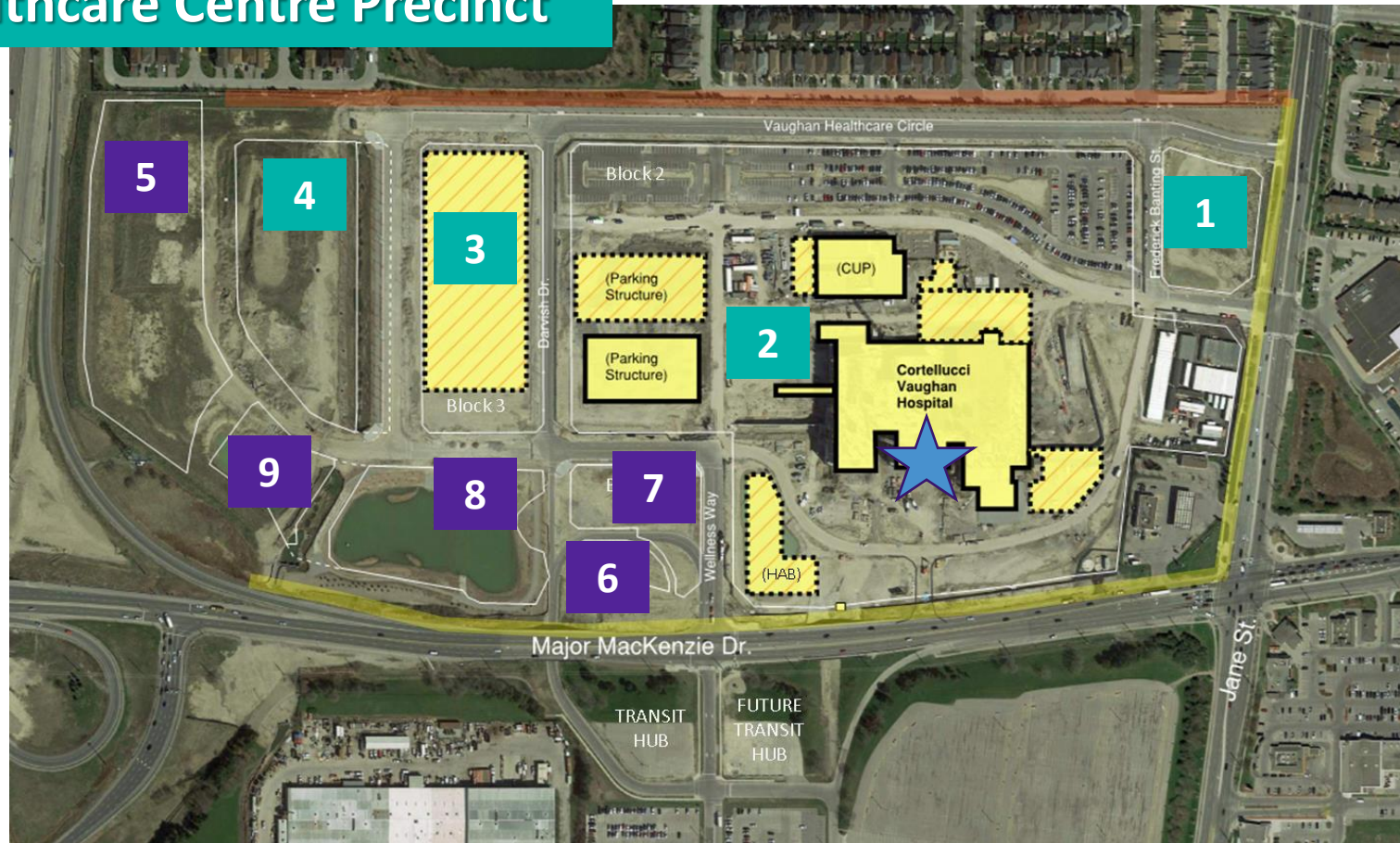


Future growth



Vaughan Healthcare Centre Precinct

Vaughan Healthcare Centre Precinct



Refresh at Mackenzie Richmond Hill Hospital



Mackenzie Health Foundation

With our second hospital now built, over the next five years our fundraising will focus on:

1

Advancing clinical excellence and specialized care

2

Addressing the capacity crisis

3

Securing the very best equipment and technology

We need your help!

- To achieve our vision, we require both government and community support
- Help us put a spotlight on our two-hospital model as an example of the possibilities of health care close to home
- Volunteers are the heart of Mackenzie Health. Consider joining a fundraising committee or the Foundation Board



Questions?

