

Scarborough and Durham Health Care Integrations Frequently Asked Questions

Q1 I've heard that there are changes to health care in Scarborough and Durham. What exactly is being done?

A1 On April 10, 2015, the Minister of Health and Long-Term Care announced the creation of an Expert Panel to provide recommendations that would address infrastructure needs, improvements to access, and the integration of acute health care services in the Scarborough and west Durham region. The Panel conducted extensive community engagement through various activities, including focus groups, surveys, and town hall meetings. In addition to community engagement activities, more than 40 stakeholder consultations were completed.

On December 18, 2015, the Expert Panel's recommendations were released.

On April 28, 2016, the Minister announced his support for the implementation of the recommendations of the Expert Panel. This includes the integration of the Ajax and Pickering site of Rouge Valley Health System (RVHS) with Lakeridge Health and the amalgamation of RVHS' Centenary site with The Scarborough Hospital's (TSH) General and Birchmount campuses to create a new hospital corporation in Scarborough.

Since this announcement, Lakeridge Health (LH), RVHS, and TSH have been working together to implement these recommendations.

Q2 Why is this happening?

A2 The proposed integrations will ensure that health services in Scarborough and Durham will continue to be responsive to the needs of all communities. The integrations will also ensure that the hospitals provide appropriate access, deliver an outstanding care experience for patients, and use resources efficiently to keep these services sustainable well into the future.

Q3 How much will this cost?

A3 Overall, the cost of the Scarborough amalgamation is estimated to be \$25.1 million in one-time investments, with \$15.6 million of this cost to align information technology (IT) applications and infrastructure across the new organization. This amalgamation could result in up to \$1.8 million in annual savings, with greater potential benefits well into the future.

Overall, the cost of the Durham integration is estimated to be \$18.8 million in one-time investments, with \$13.6 million of this cost to align IT applications and infrastructure across the new LH, which will include the Ajax-Pickering hospital. This integration will result in up to \$0.3 million in savings.

The \$25.1million is 4% of the projected operating revenue for the new Scarborough hospital organization and the \$18.8 million is 3% of the projected operating revenue for the new LH.

The IT applications and infrastructure alignment costs are being reviewed and validated by a third party organization with expertise in hospital systems.

As health system leaders, it is our responsibility to ensure that local residents have access to high-quality and safe health care, while using tax dollars efficiently and effectively. This is what we are doing through the integration proposals.

The hospitals involved are currently relatively efficient; however, these integrations will improve access to clinical services and allow for the planning of improved hospital facilities in the long-term. These integrations will also result in improved capital infrastructure in the short and medium terms, will create opportunities for further operating efficiencies, and will allow for more effective deployment of scarce capital resources. Ultimately, this is about ensuring that health services in Scarborough and Durham are responsive to the needs of all communities well into the future.

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Q4 How will patients be impacted?

A4 This plan aims to improve patient care. The integrations will ensure that the hospitals provide appropriate access, deliver an outstanding care experience for patients, and use resources efficiently to keep these services sustainable well into the future. Our hospitals remain open for business. Services will continue, and we will be maintaining operations at all hospital sites across Scarborough and Durham.

Q5 Will services change? Can I expect to receive care in the same way I do now?

A5 From a patient perspective, nothing will change. It's the same great care that you have come to expect at LH and at the hospitals in Scarborough, which will be operating under a new name.

Q6 Will hospital staff lose their jobs?

A6 Bringing hospitals together is a complex activity that takes a lot of time and effort. While we don't know the full impacts on employment at this time, we are committed to ensuring the best health care for our patients and to using our resources efficiently so that these services are sustainable into the future. You probably won't see very many changes right away, but over time, some resources will change and/or be shifted as we better meet the needs of patients. As we move forward we will create an open and transparent environment, create and follow a clearly defined and ethical decision-making framework, minimize staffing impacts through attrition and redeployment, and treat employees, volunteers and medical staff with respect and provide support through the process.

Q7 When will this happen?

A7 Starting November 1, RVHS' Centenary campus and TSH's General and Birchmount campuses will officially be part of a new Scarborough hospital system and RVHS' Ajax-Pickering campus will be part of LH.

Q8 What do you mean by "stakeholder engagement?"

A8 The hospitals and the Integration Steering Committees (ISCs), which have been established to oversee and guide the two integrations, are committed to undertaking meaningful stakeholder engagement to obtain your valued input. This includes:

- Patients and families
- Communities that we serve
- Staff and volunteers
- Physicians
- Other health service providers

The feedback will inform the ISCs and the hospital Boards of Directors as the hospitals progress through the integrations.

This is an opportunity to create a shared vision for the future of health services in the Scarborough and Durham communities. This shared vision must be developed in partnership with our key stakeholders.

Q9 Who is leading these discussions, and are there doctors involved?

A9 The ISCs and the Community Engagement and Communications (CEC) Working Group, along with the hospitals, the Ministry of Health and Long-Term Care, and the Central East Local Health Integration Network (Central East LHIN), are leading the planning process.

The membership of the ISCs includes CEOs, physician leaders, and Board members from each of the hospitals.

The CEC Working Group is comprised of the Director of Communications and senior leaders from each of the three hospitals, as well as community members.

As mentioned previously, the three hospitals are committed to engaging stakeholders throughout the integration processes.

Q10 Supposedly, we're going to see some new hospitals built. But realistically, when is that even going to happen?

A10 New hospitals in Scarborough and Durham have been recommended by the Scarborough-West Durham Expert Panel and endorsed by the Minister of Health and Long-Term Care. These are long-term projects, which will occur over a 10-15 year period. However, the Minister has endorsed a \$5 million planning grant that will be provided for the hospitals to develop the Master Plans for the Scarborough and Durham hospitals within 12 months.

Other short- and medium-term capital investments will ensure that existing facilities continue to support quality patient care until new hospital facilities are built in Scarborough. These include integrated and expanded diagnostic imaging services at TSH's General campus and the redevelopment of the Emergency Department at RVHS Centenary.

Q11 What is the process for the integrations to take place?

A11: The Minister of Health has appointed a facilitator to help advance integration efforts between RVHS, LH, and TSH. The facilitator is Mark Rochon, who has more than 25 years of senior level health-care experience, including with facilitating hospital integrations and restructuring.

Since the separation of RVHS involves two distinct processes (amalgamating RVHS' Centenary site with TSH under a new corporation and restructuring LH to include RVHS' Ajax-Pickering site), Mr. Rochon is chairing two separate ISCs to implement the Expert Panel's recommendations. These committees are the RVHS-LH ISC and the RVHS-TSH ISC. The committees include representation from each hospital including the CEOs, physician leaders, and Board members.

The ISCs have appointed three Working Groups to assist with the planning process, and support the work of the Integration Steering Committees. These three groups have developed a business case, which has now been submitted to the Central East LHIN. The Working Groups include a focus on finance, human resources, and communications and community engagement. These groups include representation from all three organizations. The Governance and Professional Staff Working Groups were initiated in late July, and additional groups will be formed as we dive deeper into this process.

Two proposals were developed supporting the integrations, which have been submitted to the Central East LHIN on July 25, 2016 as a formal notice of their intent to integrate. It is anticipated that the proposals will be reviewed and considered by the Board of Directors of the Central East LHIN at their public meeting on August 24, 2016. If the proposals are adopted, the working groups will move forward with plans to implement the integration proposals.