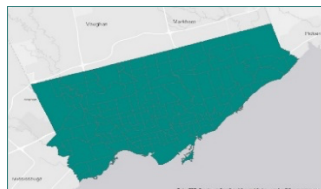


Sub-Region 802 North York Central

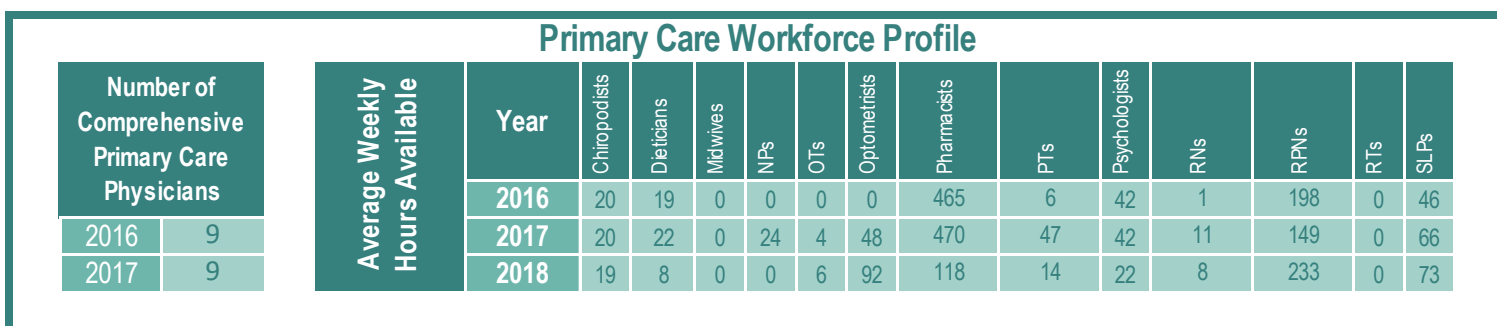
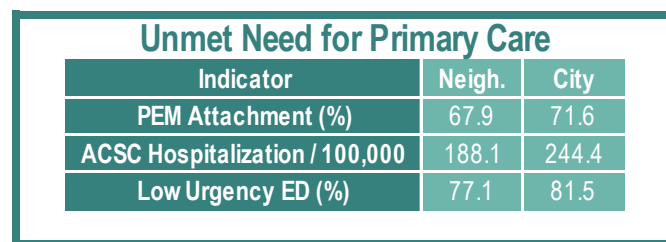
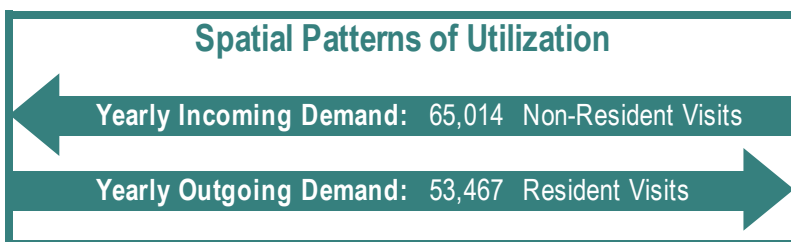
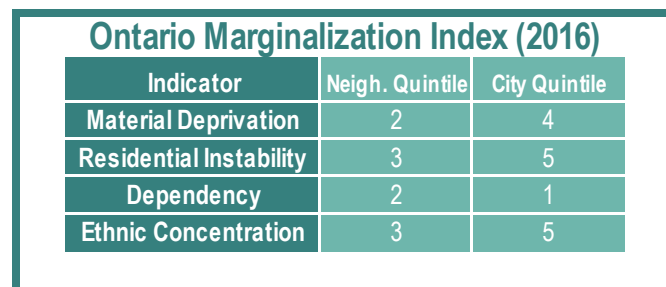
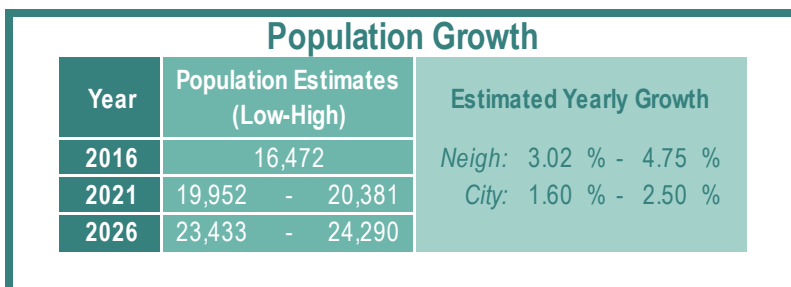
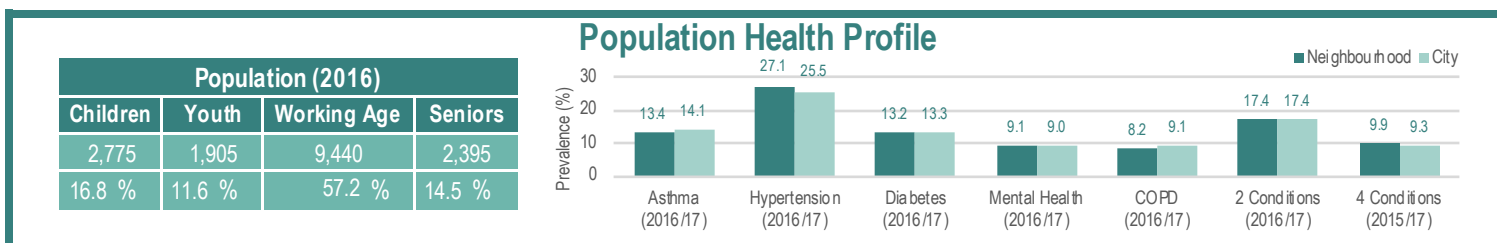
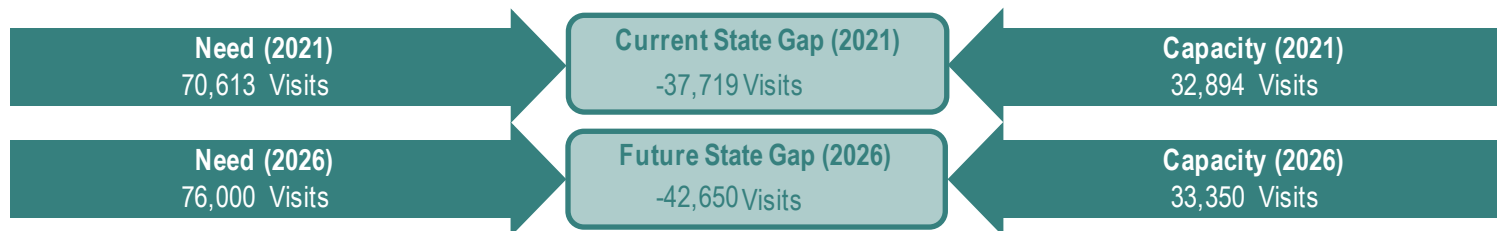
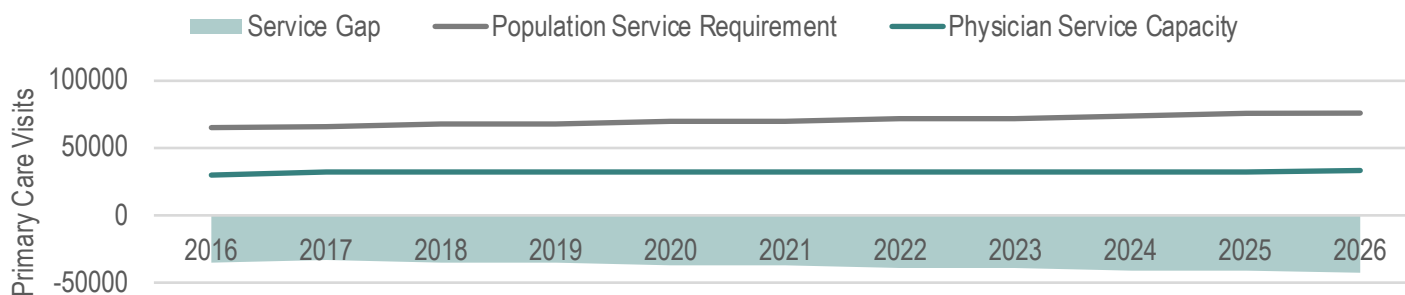
Neighbourhoods	
33	Clanton Park
34	Bathurst Manor
35	Westminster-Branson
36	Newtonbrook West
37	Willowdale West
38	Lansing-Westgate
40	St.Andrew-Windfields
42	Banbury-Don Mills
45	Parkwoods-Donalda
46	Pleasant View
47	Don Valley Village
48	Hillcrest Village
49	Bayview Woods-Steeles
50	Newtonbrook East
51	Willowdale East
52	Bayview Village
53	Henry Farm





Primary Care Workforce Planning

Neighbourhood Profile: Clanton Park





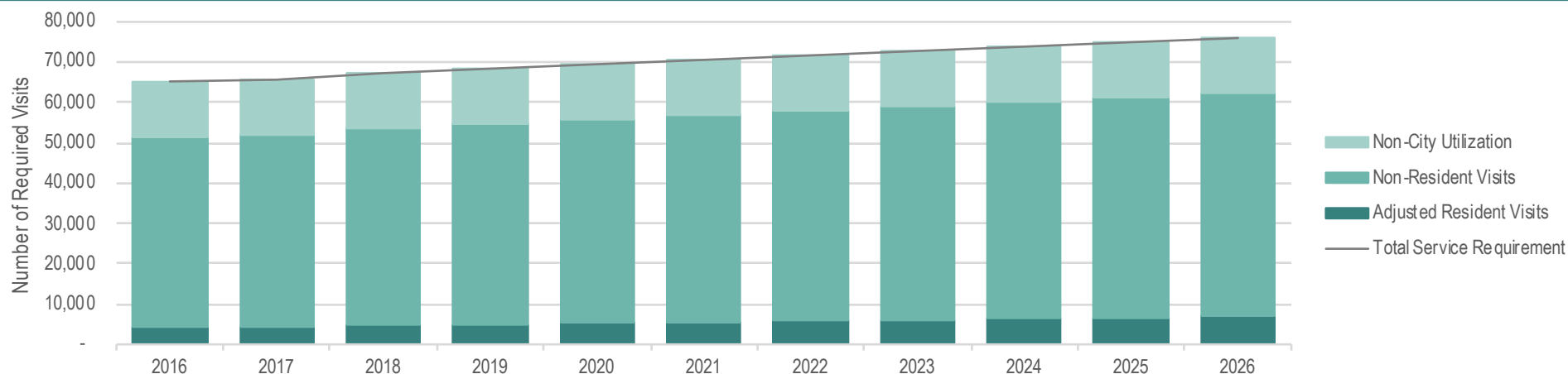
Primary Care Workforce Planning

Service Requirements Module: Clanton Park

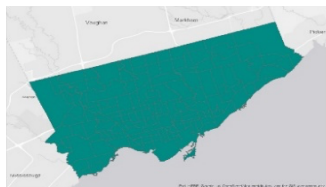
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	12,912	13,680	14,449	15,217	15,985	16,754	17,522	18,290	19,058	19,827	20,595
Resident Visits	45,606	46,558	51,033	53,747	56,461	59,174	61,888	64,602	67,315	70,029	72,743
Proportion of Care Accessed Within Home Neighbourhood	9.4%										
Resident Visits Adjusted for Spatial Patterns of Utilization	4,287	4,376	4,797	5,052	5,307	5,562	5,817	6,073	6,328	6,583	6,838
Non-Resident Visits	47,248	47,660	48,893	49,715	50,537	51,359	52,181	53,003	53,825	54,648	55,470
Non-City Utilization	13,692										
Total Service Requirement	65,227	65,728	67,382	68,459	69,536	70,613	71,691	72,768	73,845	74,922	76,000



Primary Care Workforce Planning

Service Capacity Module: Clanton Park

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

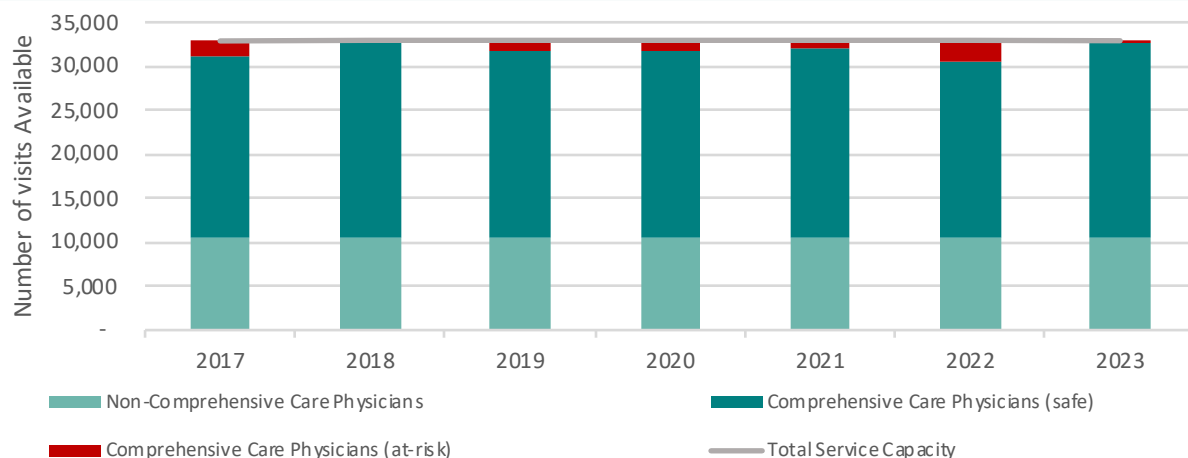
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	20	20	19
Dieticians	19	22	8
Midwives	0	0	0
NPs	0	24	0
OTs	0	4	6
Optometrists	0	48	92
Pharmacists	465	470	118
PTs	6	47	14
Psychologists	42	42	22
RNs	1	11	8
RPNs	198	149	233
RTs	0	0	0
SLPs	46	66	73

Number of Comprehensive Primary Care Physicians

2016	9
2017	9

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	20,682	22,464	21,182	21,432	21,682	20,083	22,182
Comprehensive Care Physicians' At-Risk Service Capacity	1,778	0	1,286	1,040	794	2,397	302
Non-Comprehensive Care Physicians' Service Capacity	10,418						
Total Service Capacity	32,878	32,882	32,886	32,890	32,894	32,898	32,902



Primary Care Workforce Planning

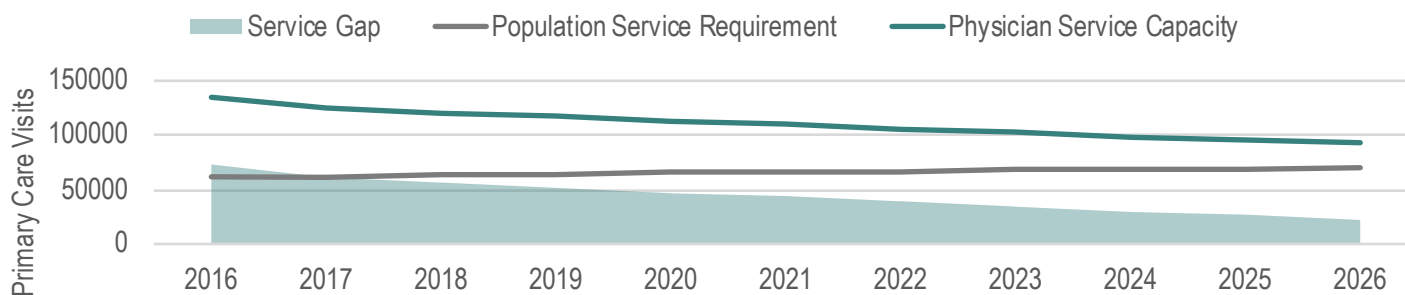
Neighbourhood Profile: Bathurst Manor



Ontario Health
Toronto



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Need (2021)

65,946 Visits

Current State Gap (2021)

+43,143 Visits

Capacity (2021)

109,089 Visits

Need (2026)

70,126 Visits

Future State Gap (2026)

+22,971 Visits

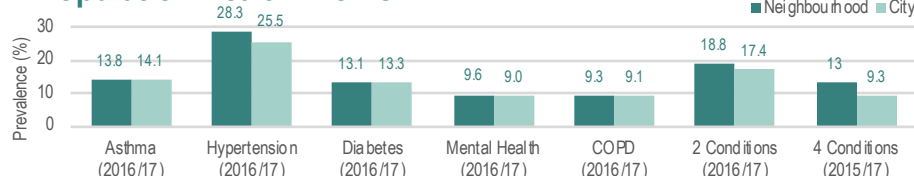
Capacity (2026)

93,097 Visits

Population (2016)

Children	Youth	Working Age	Seniors
2,330	1,940	8,680	2,925
14.7 %	12.2 %	54.7 %	18.4 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	15,873	Neigh: 1.32 % - 2.07 % City: 1.60 % - 2.50 %
2021	17,342 - 17,514	
2026	18,810 - 19,155	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	2	4
Residential Instability	3	5
Dependency	4	1
Ethnic Concentration	3	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 57,234 Non-Resident Visits

Yearly Outgoing Demand: 78,894 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	72.2	71.6
ACSC Hospitalization / 100,000	198.4	244.4
Low Urgency ED (%)	99.7	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	31		2016	65	23	0	0	63	0	627	88	0	249	289	0	70
2017	22		2017	75	23	0	33	44	0	581	156	0	239	357	15	95
			2018	102	43	0	12	7	0	420	28	0	195	363	15	111



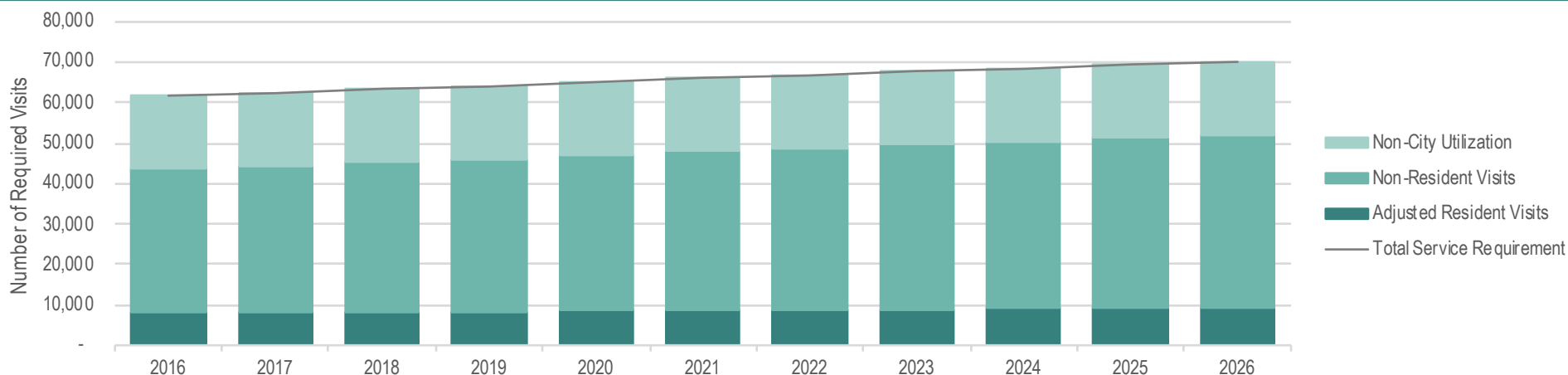
Primary Care Workforce Planning

Service Requirements Module: Bathurst Manor

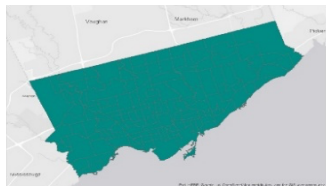
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	21,787	22,110	22,433	22,757	23,080	23,403	23,726	24,049	24,373	24,696	25,019
Resident Visits	81,532	82,553	83,951	85,160	86,370	87,579	88,789	89,998	91,208	92,417	93,627
Proportion of Care Accessed Within Home Neighbourhood	9.9%										
Resident Visits Adjusted for Spatial Patterns of Utilization	8,072	8,173	8,311	8,431	8,551	8,670	8,790	8,910	9,030	9,149	9,269
Non-Resident Visits	35,635	35,896	37,068	37,784	38,501	39,217	39,933	40,649	41,366	42,082	42,798
Non-City Utilization	18,059										
Total Service Requirement	61,766	62,127	63,438	64,274	65,110	65,946	66,782	67,618	68,454	69,290	70,126



Primary Care Workforce Planning

Service Capacity Module: Bathurst Manor

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

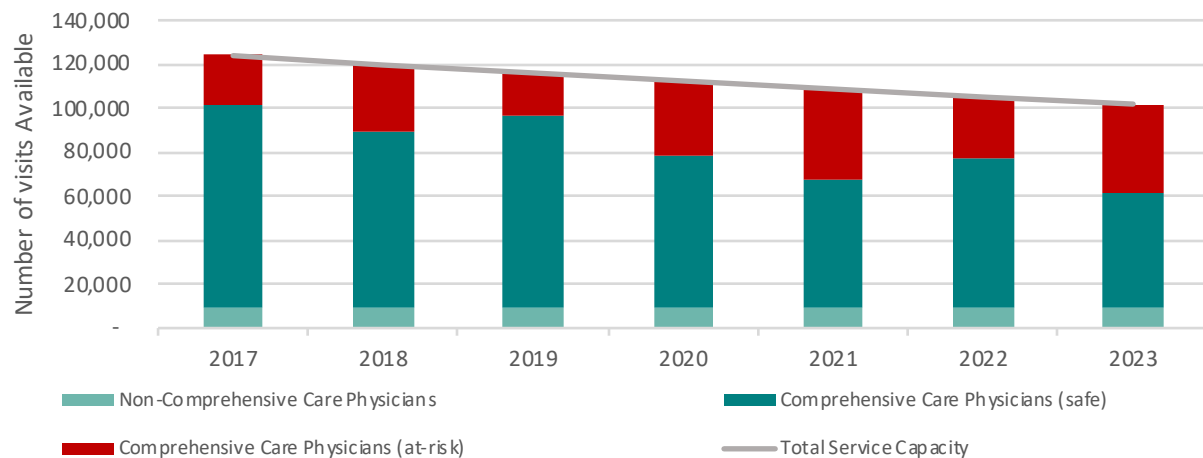
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

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Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



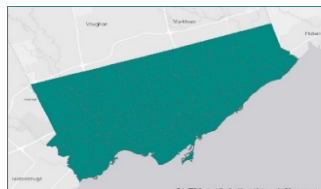
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	65	75	102
Dieticians	23	23	43
Midwives	0	0	0
NPs	0	33	12
OTs	63	44	7
Optometrists	0	0	0
Pharmacists	627	581	420
PTs	88	156	28
Psychologists	0	0	0
RNs	249	239	195
RPNs	289	357	363
RTs	0	15	15
SLPs	70	95	111

Number of Comprehensive Primary Care Physicians

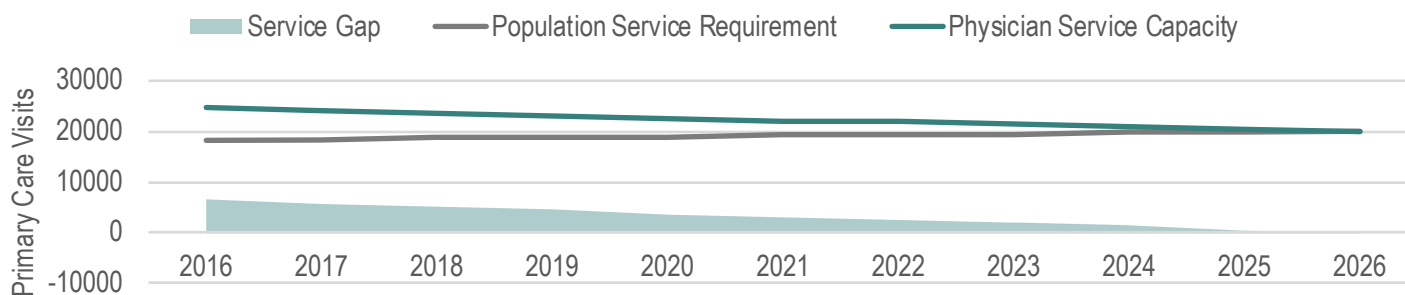
2016	31
2017	22

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	91,305	79,324	86,628	68,722	57,633	67,722	51,648
Comprehensive Care Physicians' At-Risk Service Capacity	22,969	31,242	20,230	34,428	41,809	28,012	40,589
Non-Comprehensive Care Physicians' Service Capacity	9,647						
Total Service Capacity	123,921	120,213	116,505	112,797	109,089	105,381	101,884



Primary Care Workforce Planning

Neighbourhood Profile: Westminister-Branson



Need (2021)
19,098 Visits

Current State Gap (2021)
+3,076 Visits

Capacity (2021)
22,174 Visits

Need (2026)
20,000 Visits

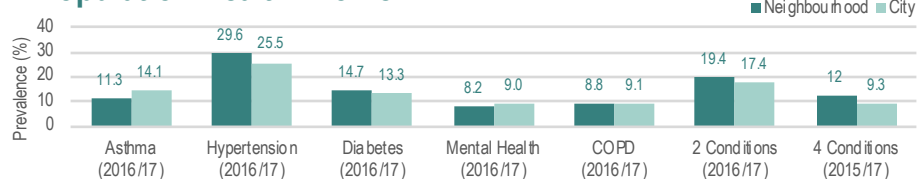
Future State Gap (2026)
-71 Visits

Capacity (2026)
19,929 Visits

Population (2016)

Children	Youth	Working Age	Seniors
3,425	3,360	14,365	5,135
13.0 %	12.8 %	54.6 %	19.5 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	26,274	Neigh: 1.21 % - 1.90 % City: 1.60 % - 2.50 %
2021	28,493 - 28,767	
2026	30,713 - 31,260	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	3	4
Residential Instability	5	5
Dependency	4	1
Ethnic Concentration	5	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 14,684 Non-Resident Visits

Yearly Outgoing Demand: 111,476 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	73.7	71.6
ACSC Hospitalization / 100,000	172.7	244.4
Low Urgency ED (%)	107.2	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	(1-5)			132	78	378	81	0	0	310	92	2	279	675	0	0
2017	(1-5)			141	50	445	78	0	92	337	98	21	250	717	94	0
2017	(1-5)			41	34	324	86	0	80	86	25	20	212	671	94	0



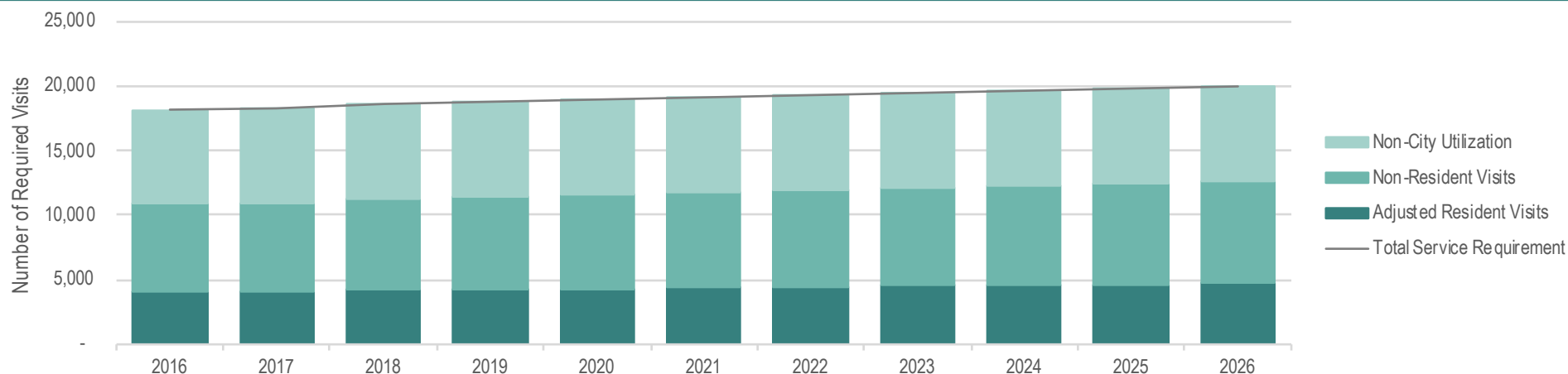
Primary Care Workforce Planning

Service Requirements Module: Westminister-Branson

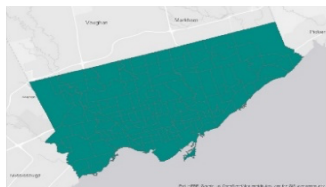
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	28,509	28,999	29,489	29,979	30,469	30,960	31,450	31,940	32,430	32,920	33,410
Resident Visits	106,777	107,784	110,448	112,283	114,119	115,955	117,790	119,626	121,461	123,297	125,133
Proportion of Care Accessed Within Home Neighbourhood	3.8%										
Resident Visits Adjusted for Spatial Patterns of Utilization	4,058	4,096	4,197	4,267	4,337	4,406	4,476	4,546	4,616	4,685	4,755
Non-Resident Visits	6,801	6,825	7,022	7,132	7,243	7,353	7,464	7,574	7,685	7,795	7,906
Non-City Utilization	7,339										
Total Service Requirement	18,197	18,260	18,558	18,738	18,918	19,098	19,279	19,459	19,639	19,819	20,000



Primary Care Workforce Planning

Service Capacity Module: Westminister-Branson

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

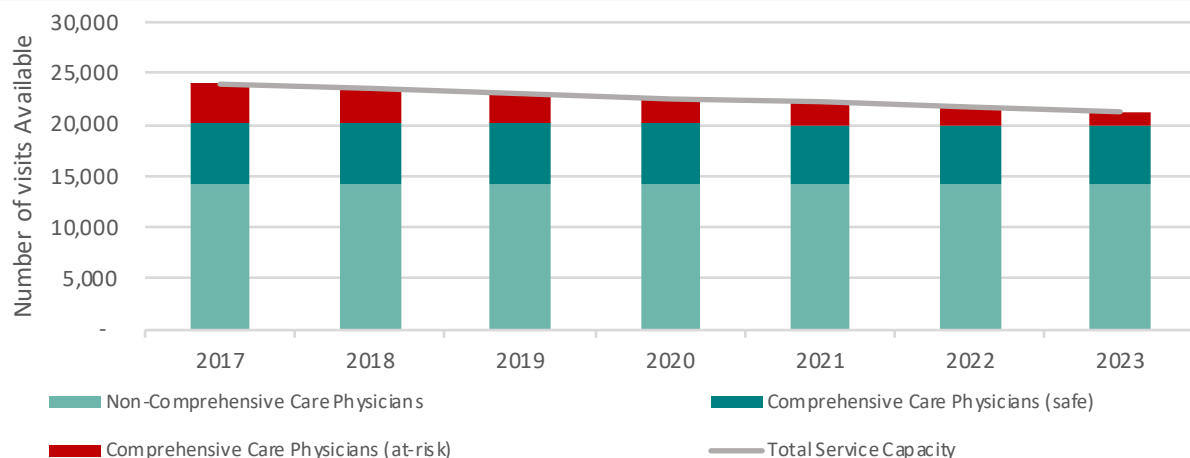
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

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Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



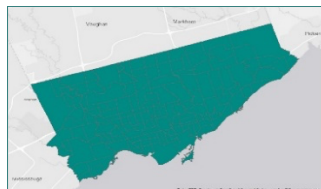
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	132	141	41
Dieticians	78	50	34
Midwives	378	445	324
NPs	81	78	86
OTs	0	0	0
Optometrists	0	92	80
Pharmacists	310	337	86
PTs	92	98	25
Psychologists	2	21	20
RNs	279	250	212
RPNs	675	717	671
RTs	0	94	94
SLPs	0	0	0

Number of Comprehensive Primary Care Physicians

2016	(1-5)
2017	(1-5)

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	6,011	5,955	5,899	5,843	5,787	5,731	5,675
Comprehensive Care Physicians' At-Risk Service Capacity	3,713	3,320	2,927	2,534	2,141	1,748	1,355
Non-Comprehensive Care Physicians' Service Capacity	14,246						
Total Service Capacity	23,970	23,521	23,072	22,623	22,174	21,725	21,276



Primary Care Workforce Planning

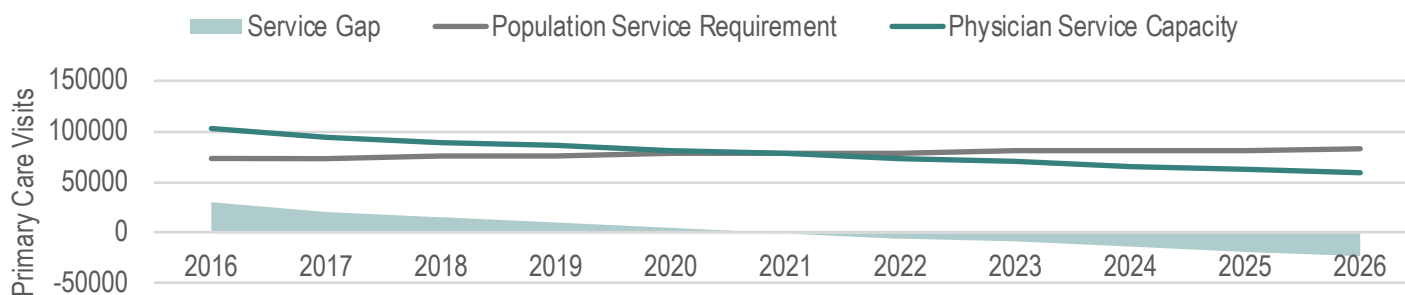
Neighbourhood Profile: Newtonbrook West



Ontario Health
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Need (2021)

77,843 Visits

Current State Gap (2021)

-755 Visits

Capacity (2021)

77,088 Visits

Need (2026)

82,646 Visits

Future State Gap (2026)

-23,722 Visits

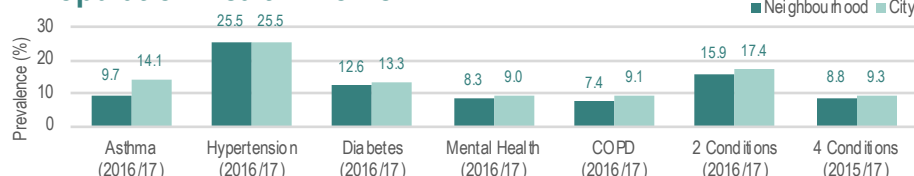
Capacity (2026)

58,924 Visits

Population (2016)

Children	Youth	Working Age	Seniors
2,820	3,330	13,510	4,165
11.8 %	14.0 %	56.7 %	17.5 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	23,831	Neigh: 0.82 % - 1.28 %
2021	25,200 - 25,356	City: 1.60 % - 2.50 %
2026	26,569 - 26,880	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	3	4
Residential Instability	4	5
Dependency	4	1
Ethnic Concentration	5	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 71,115 Non-Resident Visits

Yearly Outgoing Demand: 94,212 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	73.9	71.6
ACSC Hospitalization / 100,000	211.6	244.4
Low Urgency ED (%)	80.9	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	22															
2017	19															
2018	19															
2016	22		2016	201	0	0	0	21	0	559	144	65	435	634	0	43
2017	19		2017	209	5	0	0	27	207	721	130	65	466	656	0	68
2018	19		2018	194	3	0	33	23	207	294	32	65	475	689	0	95



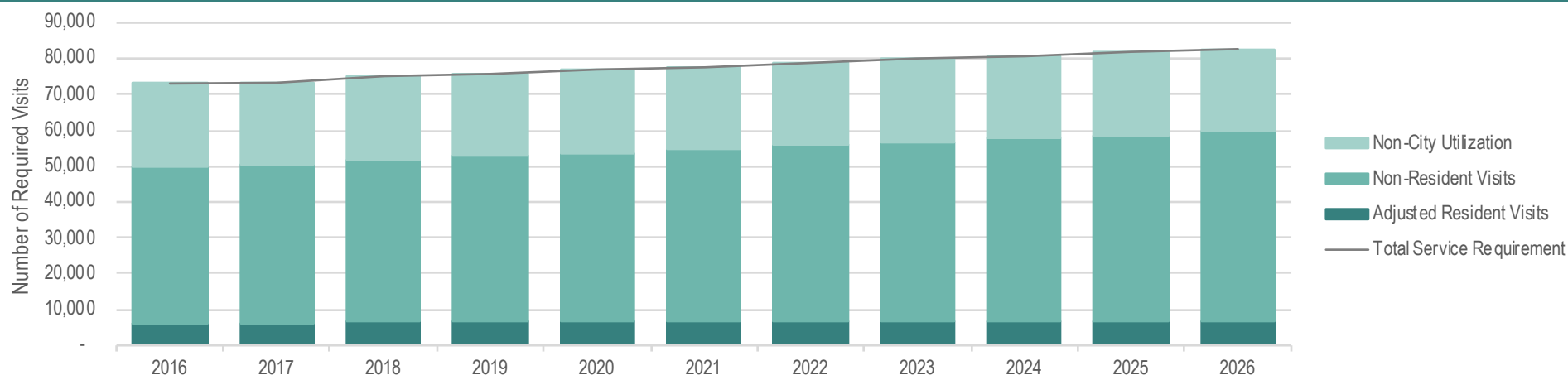
Primary Care Workforce Planning

Service Requirements Module: Newtonbrook West

Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	26,715	27,015	27,316	27,616	27,917	28,217	28,517	28,818	29,118	29,419	29,719
Resident Visits	95,612	95,391	97,762	98,837	99,912	100,987	102,063	103,138	104,213	105,288	106,363
Proportion of Care Accessed Within Home Neighbourhood	6.6%										
Resident Visits Adjusted for Spatial Patterns of Utilization	6,310	6,296	6,452	6,523	6,594	6,665	6,736	6,807	6,878	6,949	7,020
Non-Resident Visits	43,694	43,892	45,473	46,363	47,252	48,142	49,032	49,921	50,811	51,700	52,590
Non-City Utilization	23,036										
Total Service Requirement	73,040	73,224	74,961	75,922	76,882	77,843	78,804	79,764	80,725	81,685	82,646



Primary Care Workforce Planning

Service Capacity Module: Newtonbrook West

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

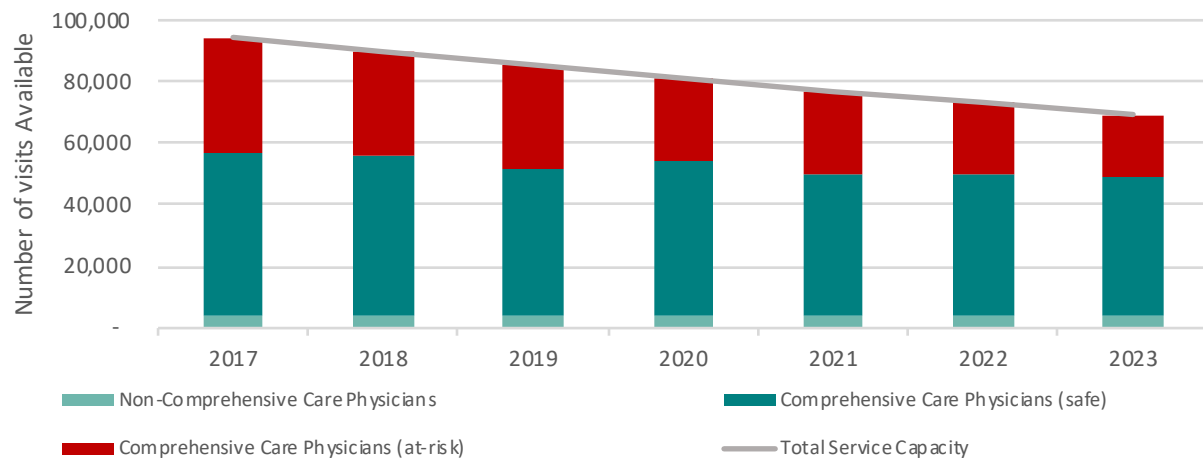
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

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Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



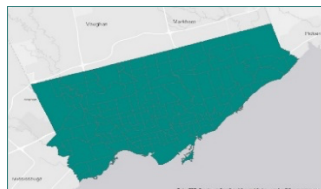
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	201	209	194
Dieticians	0	5	3
Midwives	0	0	0
NPs	0	0	33
OTs	21	27	23
Optometrists	0	207	207
Pharmacists	559	721	294
PTs	144	130	32
Psychologists	65	65	65
RNs	435	466	475
RPNs	634	656	689
RTs	0	0	0
SLPs	43	68	95

Number of Comprehensive Primary Care Physicians

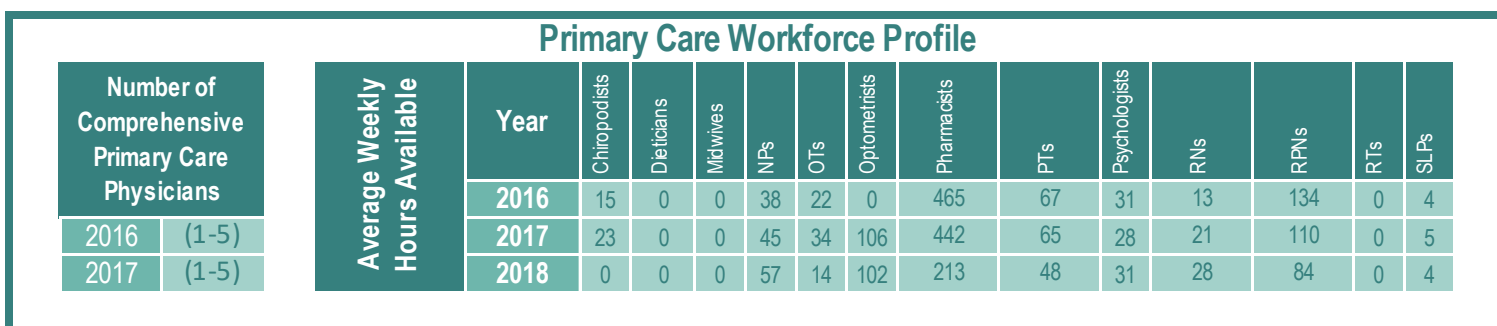
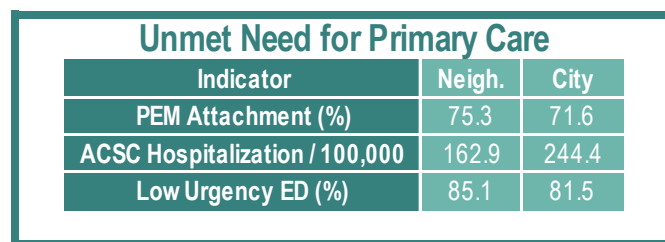
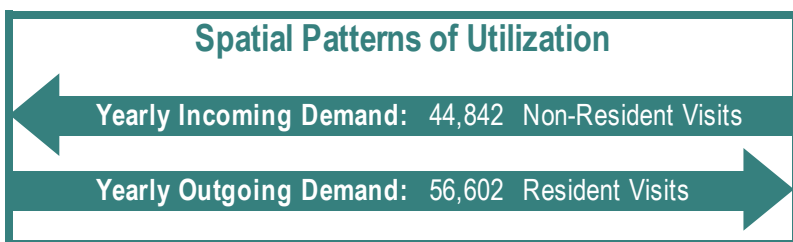
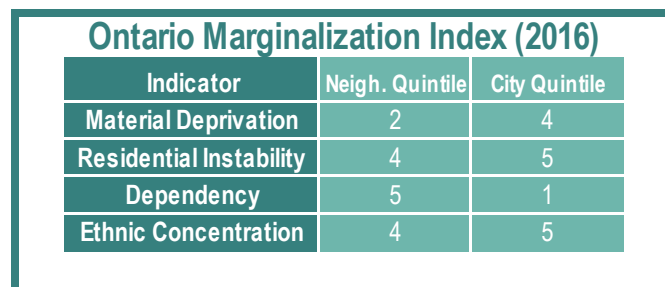
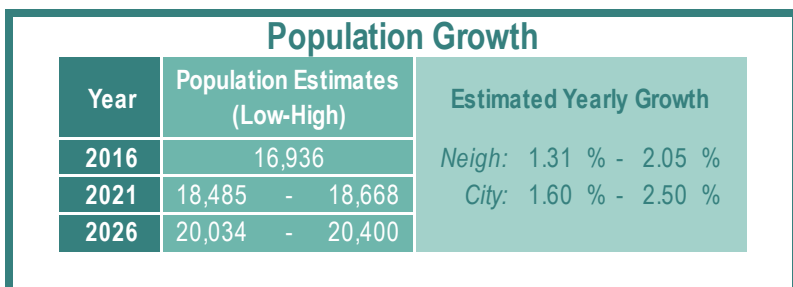
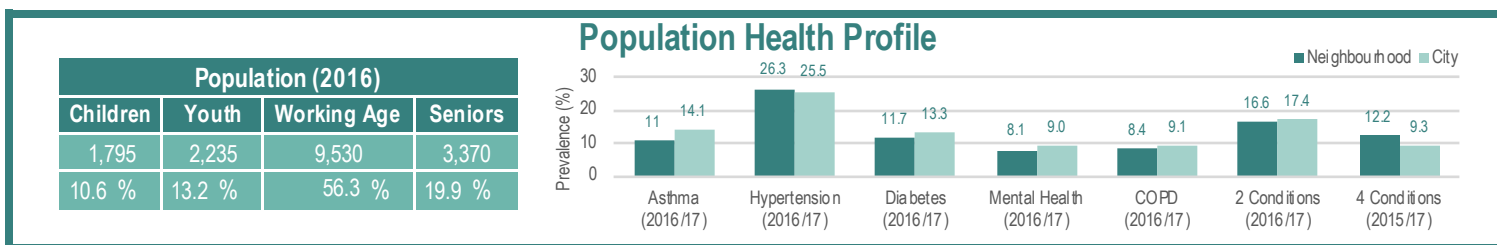
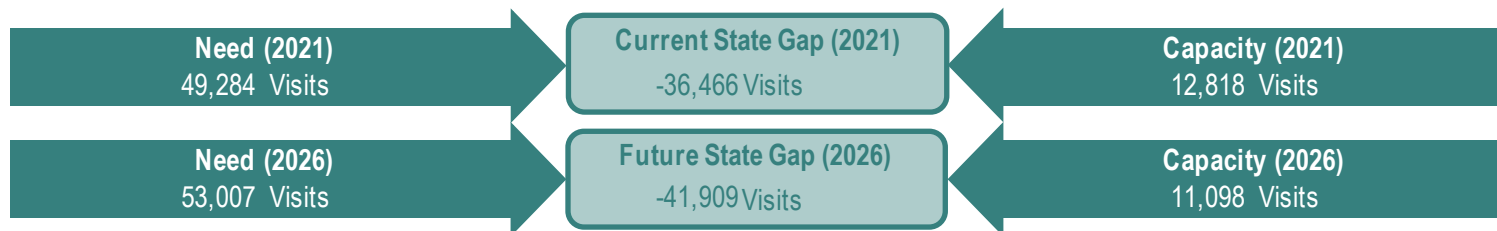
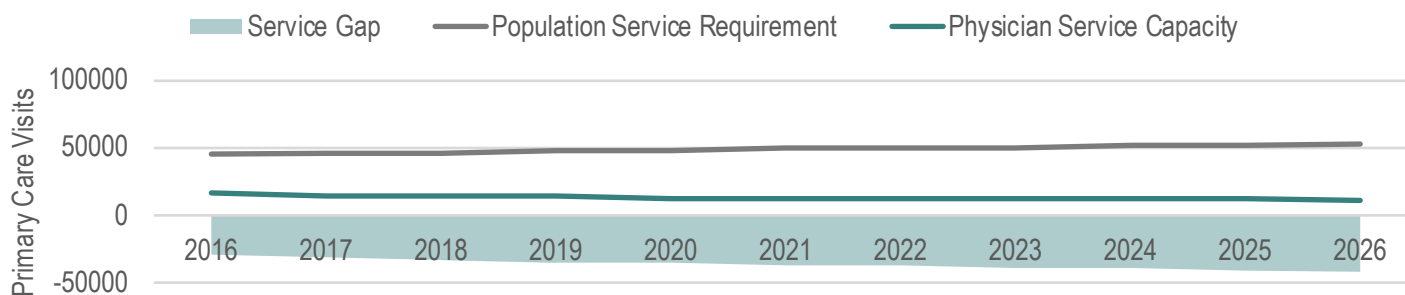
2016	22
2017	19

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	52,365	51,465	47,187	49,665	45,911	45,273	44,635
Comprehensive Care Physicians' At-Risk Service Capacity	37,644	33,890	33,514	26,833	26,740	23,531	20,322
Non-Comprehensive Care Physicians' Service Capacity	4,437						
Total Service Capacity	94,446	89,792	85,138	80,935	77,088	73,241	69,394



Primary Care Workforce Planning

Neighbourhood Profile: Willowdale West





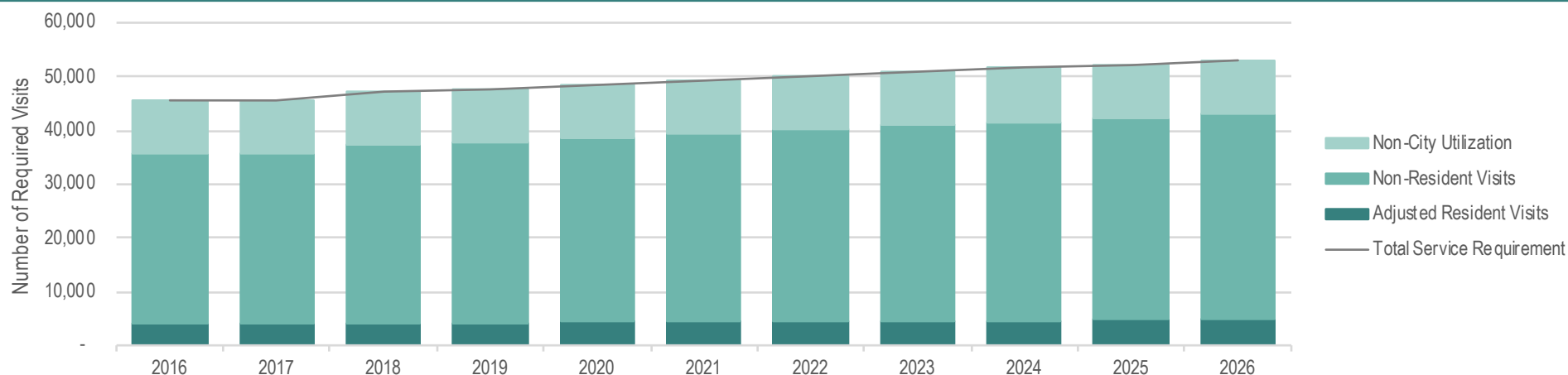
Primary Care Workforce Planning

Service Requirements Module: Willowdale West

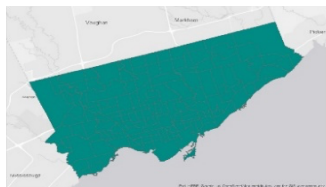
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
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- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	15,617	15,958	16,299	16,640	16,981	17,322	17,662	18,003	18,344	18,685	19,026
Resident Visits	55,101	54,972	57,506	58,709	59,912	61,115	62,317	63,520	64,723	65,926	67,128
Proportion of Care Accessed Within Home Neighbourhood	7.2%										
Resident Visits Adjusted for Spatial Patterns of Utilization	3,967	3,958	4,140	4,227	4,314	4,400	4,487	4,573	4,660	4,747	4,833
Non-Resident Visits	31,689	31,877	33,005	33,663	34,321	34,979	35,637	36,295	36,953	37,611	38,269
Non-City Utilization	9,905										
Total Service Requirement	45,562	45,740	47,051	47,795	48,540	49,284	50,029	50,774	51,518	52,263	53,007



Primary Care Workforce Planning

Service Capacity Module: Willowdale West

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

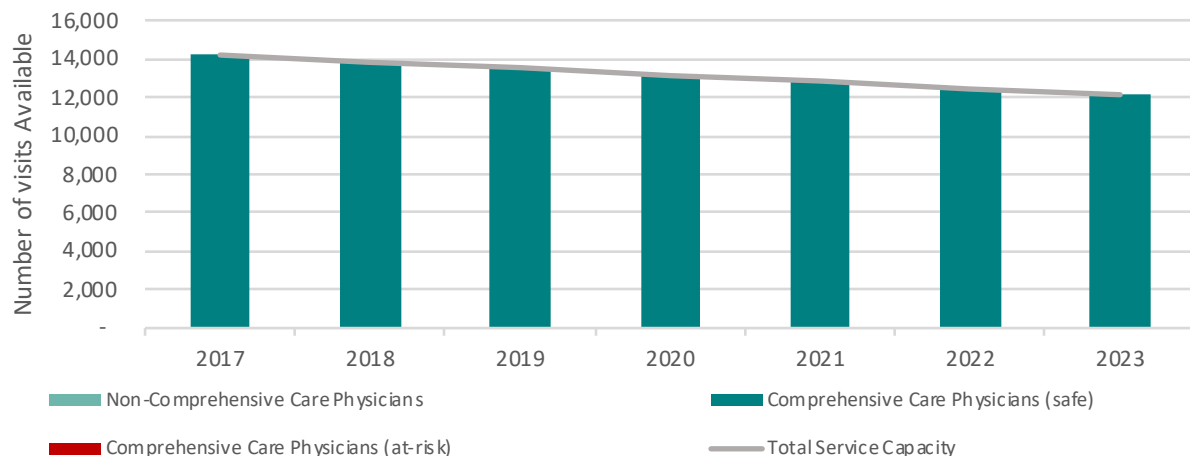
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



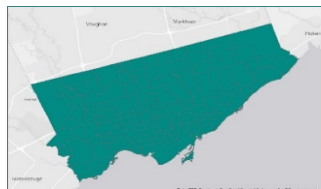
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	15	23	0
Dieticians	0	0	0
Midwives	0	0	0
NPs	38	45	57
OTs	22	34	14
Optometrists	0	106	102
Pharmacists	465	442	213
PTs	67	65	48
Psychologists	31	28	31
RNs	13	21	28
RPNs	134	110	84
RTs	0	0	0
SLPs	4	5	4

Number of Comprehensive Primary Care Physicians

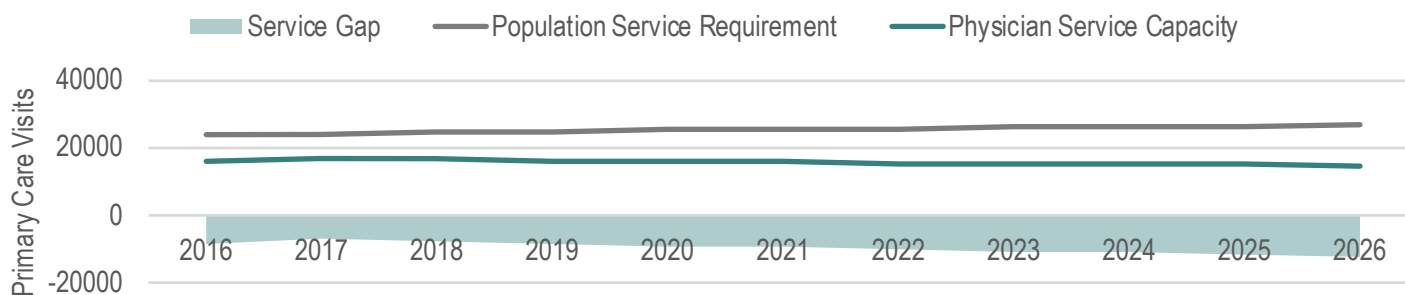
2016	(1-5)
2017	(1-5)

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	14,194	13,850	13,506	13,162	12,818	12,474	12,130
Comprehensive Care Physicians' At-Risk Service Capacity	0	0	0	0	0	0	0
Non-Comprehensive Care Physicians' Service Capacity	0						
Total Service Capacity	14,194	13,850	13,506	13,162	12,818	12,474	12,130



Primary Care Workforce Planning

Neighbourhood Profile: Lansing-Westgate



Need (2021)
25,513 Visits

Current State Gap (2021)
-9,621 Visits

Capacity (2021)
15,892 Visits

Need (2026)
26,950 Visits

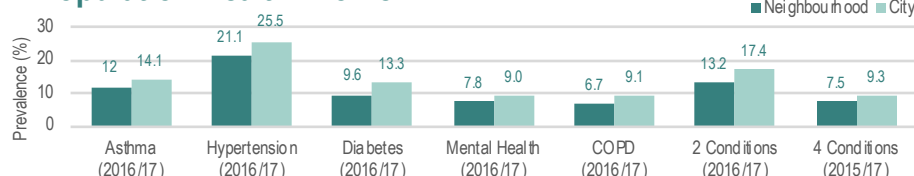
Future State Gap (2026)
-12,323 Visits

Capacity (2026)
14,627 Visits

Population (2016)

Children	Youth	Working Age	Seniors
2,415	2,110	9,495	2,175
15.0 %	13.1 %	58.8 %	13.5 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	16,164	Neigh: 0.74 % - 1.17 % City: 1.60 % - 2.50 %
2021	17,007 - 17,110	
2026	17,850 - 18,055	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	1	4
Residential Instability	4	5
Dependency	2	1
Ethnic Concentration	3	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 23,382 Non-Resident Visits

Yearly Outgoing Demand: 50,463 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	70.1	71.6
ACSC Hospitalization / 100,000	143.8	244.4
Low Urgency ED (%)	73.6	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
2016	(1-5)			24	26	0	6	12	0	130	43	48	163	216	0	35
2017	(1-5)			26	27	0	0	23	23	134	23	51	172	341	0	53
2018	(1-5)			28	48	0	10	18	16	142	39	41	175	415	0	62



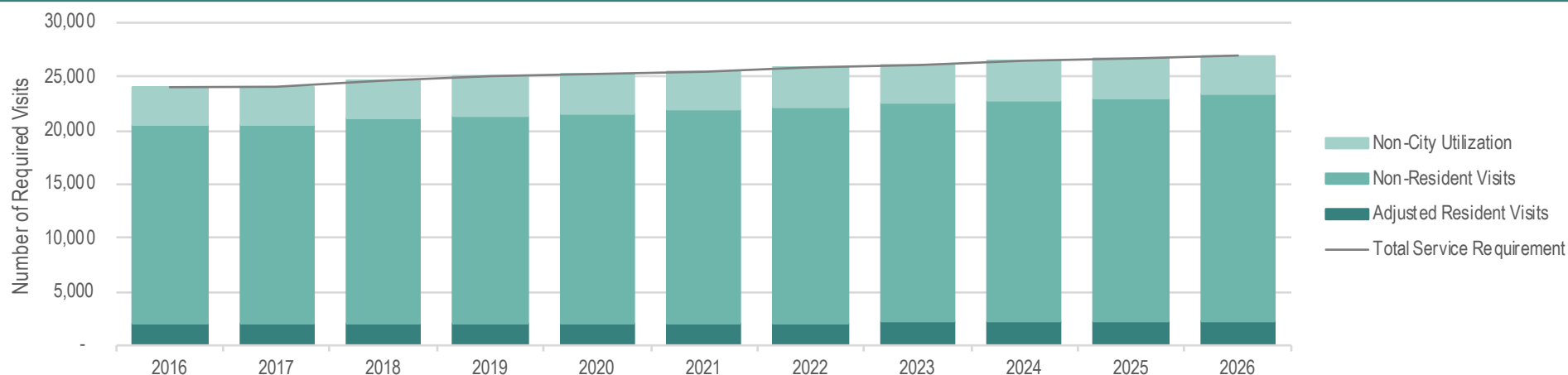
Primary Care Workforce Planning

Service Requirements Module: Lansing-Westgate

Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	14,795	14,981	15,167	15,353	15,539	15,726	15,912	16,098	16,284	16,470	16,656
Resident Visits	49,498	49,621	50,743	51,365	51,988	52,611	53,233	53,856	54,478	55,101	55,724
Proportion of Care Accessed Within Home Neighbourhood	4.0%										
Resident Visits Adjusted for Spatial Patterns of Utilization	1,980	1,985	2,030	2,055	2,080	2,104	2,129	2,154	2,179	2,204	2,229
Non-Resident Visits	18,476	18,442	19,001	19,263	19,526	19,788	20,051	20,314	20,576	20,839	21,101
Non-City Utilization	3,620										
Total Service Requirement	24,076	24,047	24,651	24,938	25,225	25,513	25,800	26,088	26,375	26,663	26,950



Primary Care Workforce Planning

Service Capacity Module: Lansing-Westgate

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

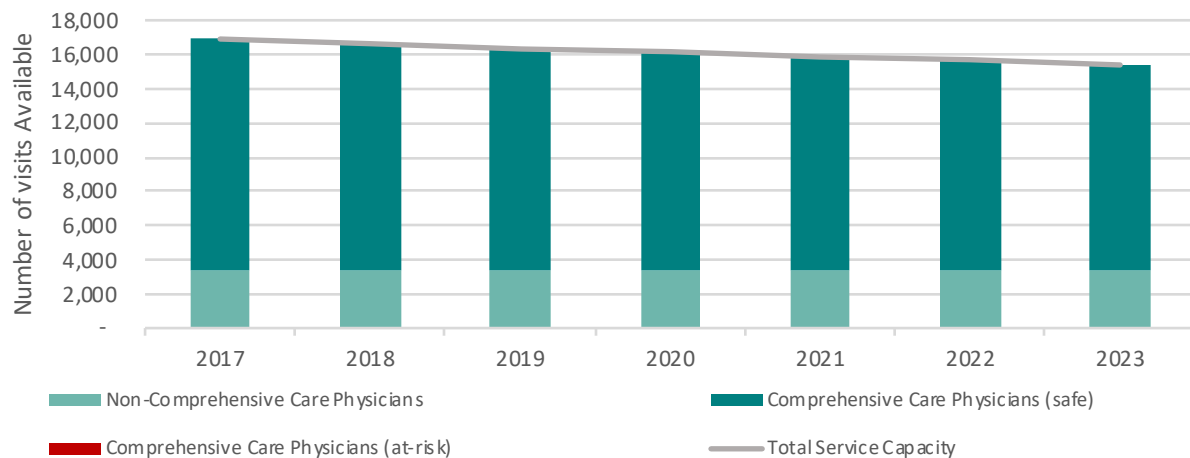
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



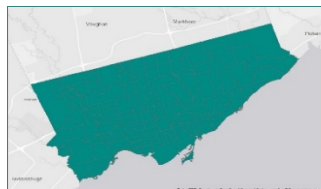
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	24	26	28
Dieticians	26	27	48
Midwives	0	0	0
NPs	6	0	10
OTs	12	23	18
Optometrists	0	23	16
Pharmacists	130	134	142
PTs	43	23	39
Psychologists	48	51	41
RNs	163	172	175
RPNs	216	341	415
RTs	0	0	0
SLPs	35	53	62

Number of Comprehensive Primary Care Physicians

2016	(1-5)
2017	(1-5)

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	13,506	13,253	13,000	12,747	12,494	12,241	11,988
Comprehensive Care Physicians' At-Risk Service Capacity	0	0	0	0	0	0	0
Non-Comprehensive Care Physicians' Service Capacity	3,398						
Total Service Capacity	16,904	16,651	16,398	16,145	15,892	15,639	15,386



Primary Care Workforce Planning

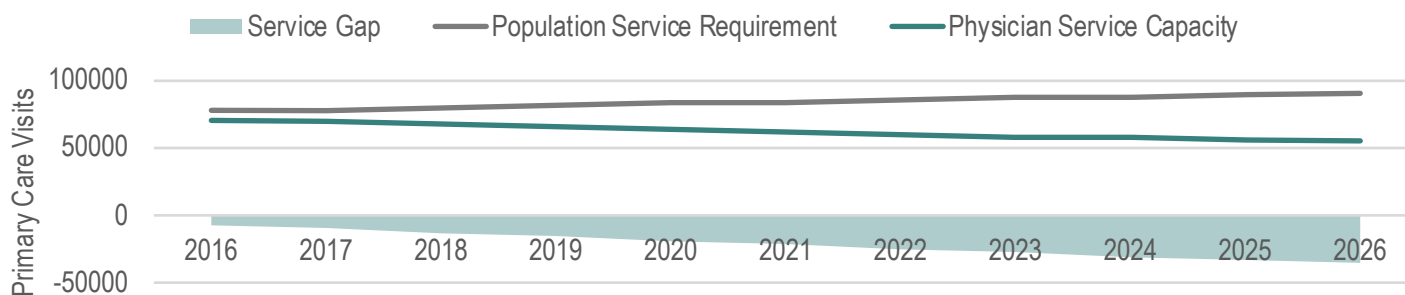
Neighbourhood Profile: St. Andrew-Windfields



Ontario Health
Toronto



uOttawa



Need (2021)
84,368 Visits

Current State Gap (2021)
-22,089 Visits

Capacity (2021)
62,279 Visits

Need (2026)
90,671 Visits

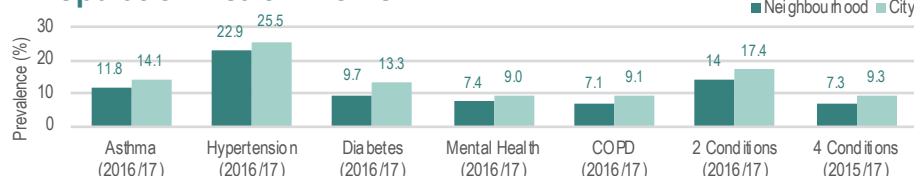
Future State Gap (2026)
-35,320 Visits

Capacity (2026)
55,351 Visits

Population (2016)

Children	Youth	Working Age	Seniors
2,625	2,545	9,385	3,245
14.7 %	14.3 %	52.7 %	18.2 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	17,812	Neigh: 0.71 % - 1.10 % City: 1.60 % - 2.50 %
2021	18,698 - 18,794	
2026	19,583 - 19,775	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	2	4
Residential Instability	1	5
Dependency	3	1
Ethnic Concentration	4	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 79,585 Non-Resident Visits

Yearly Outgoing Demand: 61,503 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	73.1	71.6
ACSC Hospitalization / 100,000	128.7	244.4
Low Urgency ED (%)	66.1	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	30		2016	27	139	0	24	40	0	902	798	28	1,344	146	0	377
2017	27		2017	30	143	0	16	44	203	1,167	610	28	1,557	88	0	279
			2018	27	161	0	70	44	183	476	207	27	1,670	181	0	311



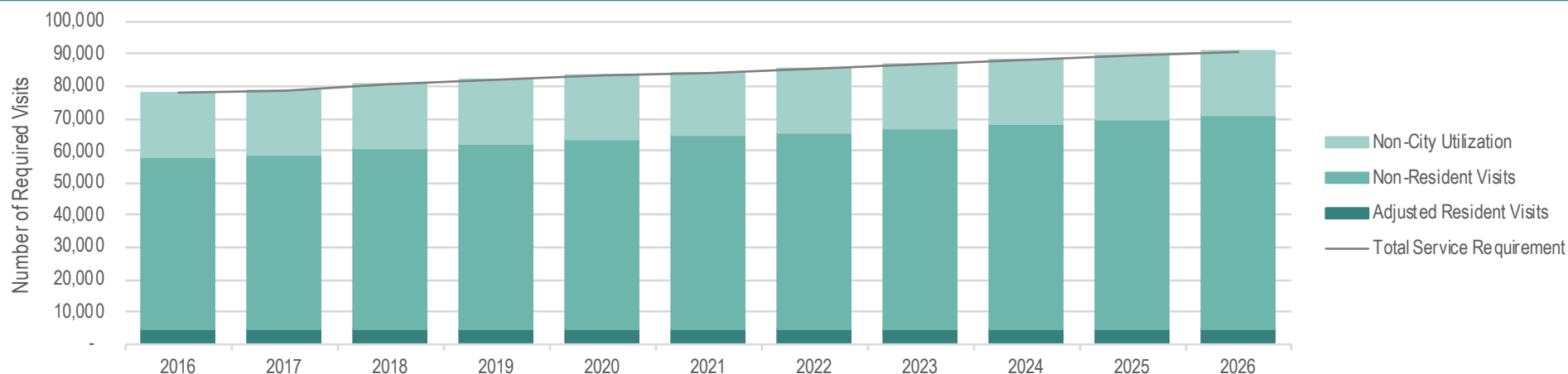
Primary Care Workforce Planning

Service Requirements Module: St.Andrew-Windfields

Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	18,382	18,576	18,770	18,963	19,157	19,351	19,545	19,739	19,932	20,126	20,320
Resident Visits	62,985	62,533	64,313	64,977	65,641	66,305	66,969	67,633	68,297	68,961	69,625
Proportion of Care Accessed Within Home Neighbourhood	7.1%										
Resident Visits Adjusted for Spatial Patterns of Utilization	4,472	4,440	4,566	4,613	4,660	4,708	4,755	4,802	4,849	4,896	4,943
Non-Resident Visits	53,906	54,281	56,332	57,546	58,759	59,973	61,186	62,399	63,613	64,826	66,040
Non-City Utilization	19,688										
Total Service Requirement	78,066	78,409	80,587	81,847	83,108	84,368	85,629	86,889	88,150	89,410	90,671



Primary Care Workforce Planning

Service Capacity Module: St. Andrew-Windfields

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

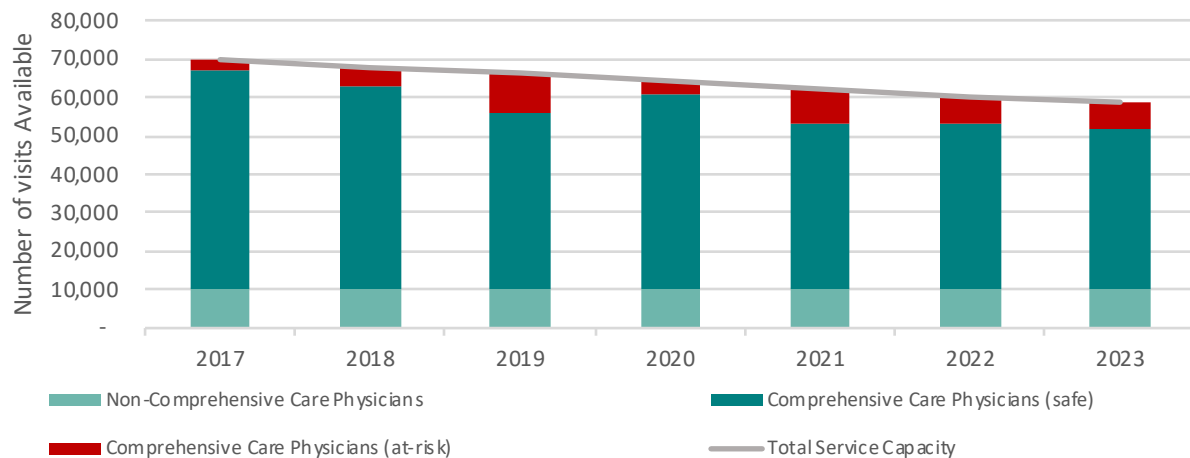
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

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Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

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Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



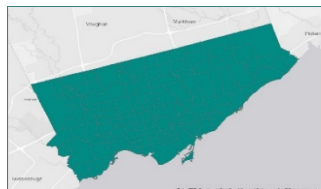
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	27	30	27
Dieticians	139	143	161
Midwives	0	0	0
NPs	24	16	70
OTs	40	44	44
Optometrists	0	203	183
Pharmacists	902	1,167	476
PTs	798	610	207
Psychologists	28	28	27
RNs	1,344	1,557	1,670
RPNs	146	88	181
RTs	0	0	0
SLPs	377	279	311

Number of Comprehensive Primary Care Physicians

2016	30
2017	27

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	57,201	52,661	45,770	50,799	43,431	43,589	42,011
Comprehensive Care Physicians' At-Risk Service Capacity	2,720	5,388	10,407	3,506	9,002	6,972	6,850
Non-Comprehensive Care Physicians' Service Capacity	9,846						
Total Service Capacity	69,767	67,895	66,023	64,151	62,279	60,407	58,707



Primary Care Workforce Planning

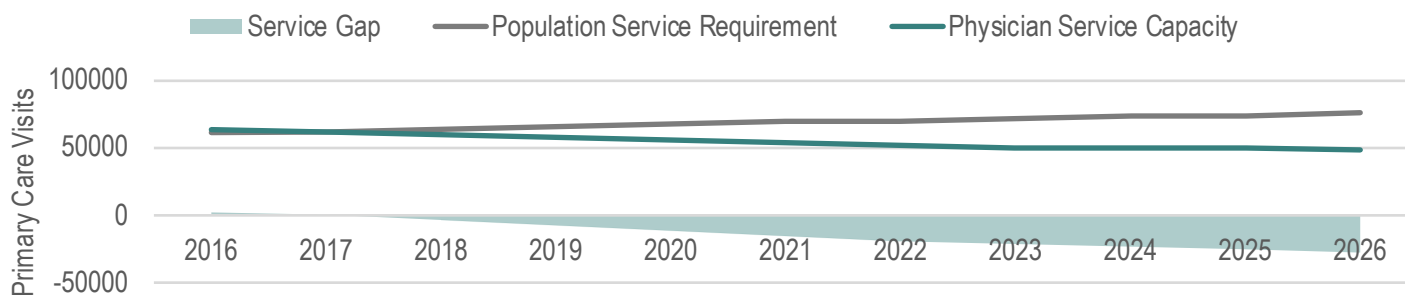
Neighbourhood Profile: Banbury-Don Mills



Ontario Health
Toronto



uOttawa



Need (2021)

68,909 Visits

Current State Gap (2021)

-15,631 Visits

Capacity (2021)

53,278 Visits

Need (2026)

76,294 Visits

Future State Gap (2026)

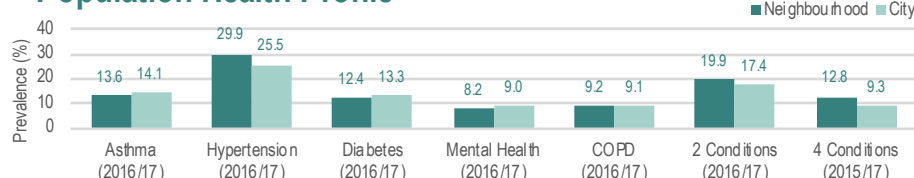
-27,655 Visits

Capacity (2026)

48,639 Visits

Population Health Profile

Population (2016)			
Children	Youth	Working Age	Seniors
3,620	2,725	14,390	6,985
13.1 %	9.8 %	51.9 %	25.2 %



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	27,695	Neigh: 4.15 % - 6.51 % City: 1.60 % - 2.50 %
2021	35,733 - 36,715	
2026	43,772 - 45,735	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	2	4
Residential Instability	3	5
Dependency	5	1
Ethnic Concentration	3	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 52,392 Non-Resident Visits

Yearly Outgoing Demand: 125,105 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	75.7	71.6
ACSC Hospitalization / 100,000	136.2	244.4
Low Urgency ED (%)	63.8	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	21		2016	21	37	0	42	121	0	949	183	28	543	599	0	155
2017	19		2017	59	15	0	0	76	264	984	216	59	451	633	0	176
			2018	42	51	0	41	92	287	224	152	46	509	822	0	143



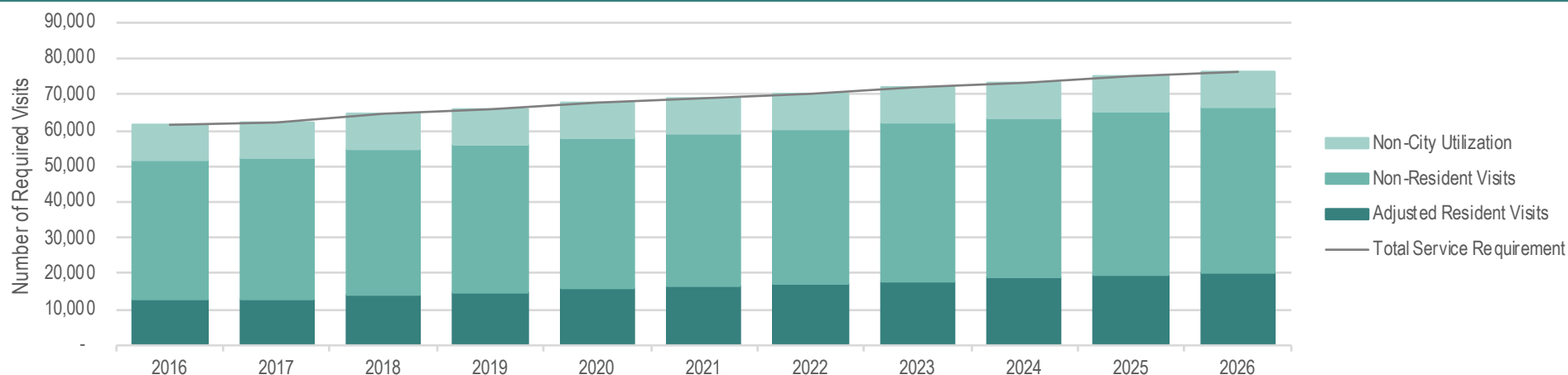
Primary Care Workforce Planning

Service Requirements Module: Banbury-Don Mills

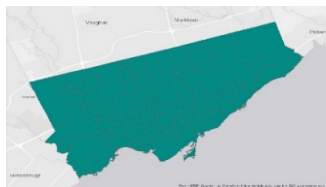
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

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- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	29,088	30,861	32,634	34,407	36,180	37,953	39,726	41,499	43,272	45,045	46,818
Resident Visits	108,863	109,790	122,134	128,770	135,405	142,041	148,676	155,312	161,947	168,583	175,218
Proportion of Care Accessed Within Home Neighbourhood	11.6%										
Resident Visits Adjusted for Spatial Patterns of Utilization	12,628	12,736	14,168	14,937	15,707	16,477	17,246	18,016	18,786	19,556	20,325
Non-Resident Visits	39,035	39,308	40,450	41,157	41,864	42,572	43,279	43,987	44,694	45,401	46,109
Non-City Utilization	9,860										
Total Service Requirement	61,523	61,903	64,477	65,954	67,431	68,909	70,386	71,863	73,340	74,817	76,294



Primary Care Workforce Planning

Service Capacity Module: Banbury-Don Mills

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

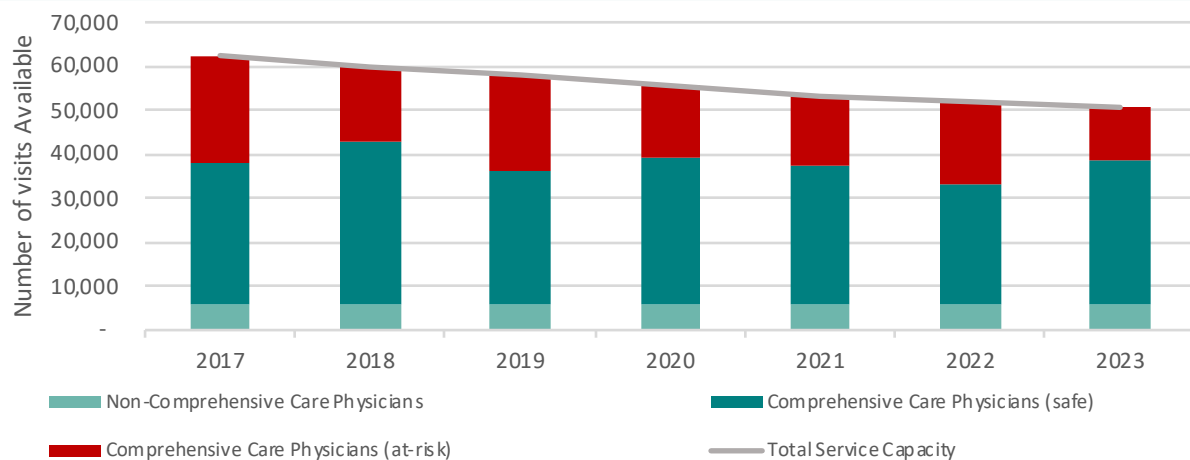
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

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Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



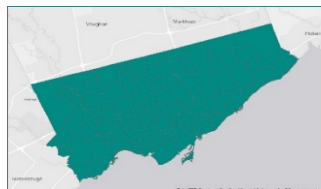
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	21	59	42
Dieticians	37	15	51
Midwives	0	0	0
NPs	42	0	41
OTs	121	76	92
Optometrists	0	264	287
Pharmacists	949	984	224
PTs	183	216	152
Psychologists	28	59	46
RNs	543	451	509
RPNs	599	633	822
RTs	0	0	0
SLPs	155	176	143

Number of Comprehensive Primary Care Physicians

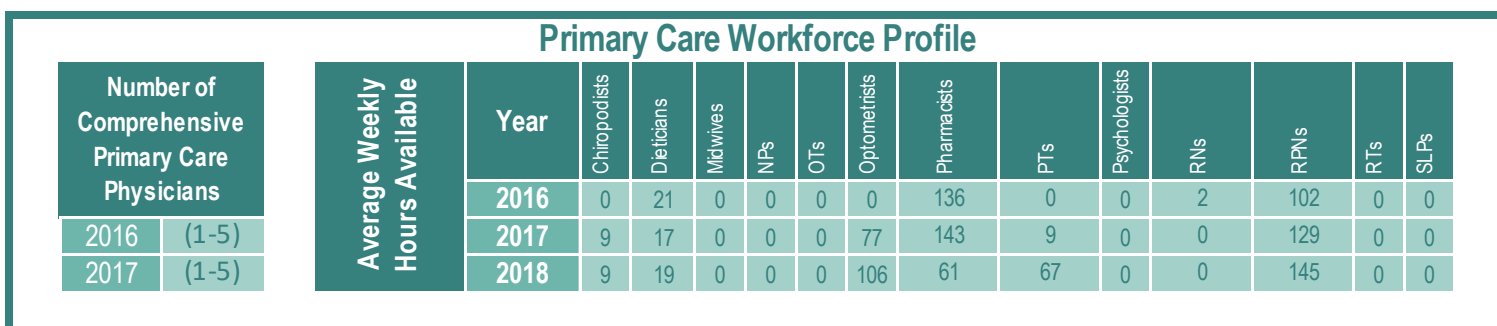
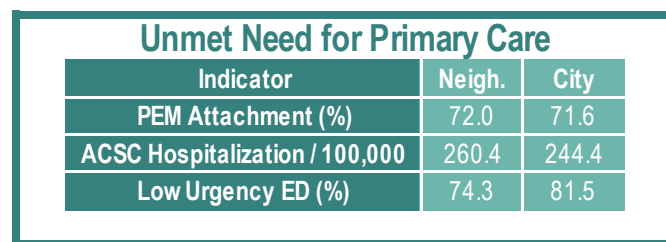
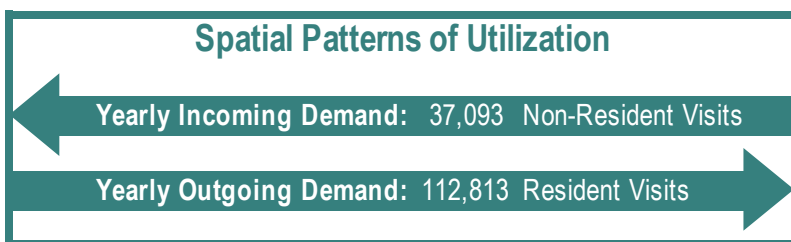
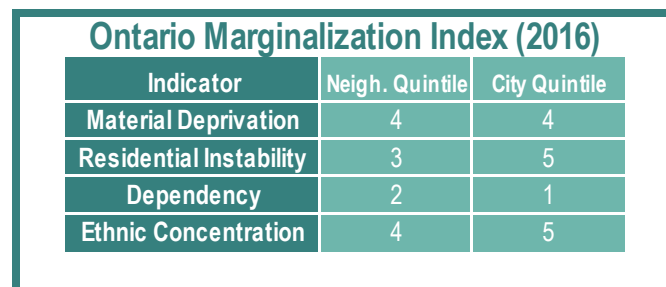
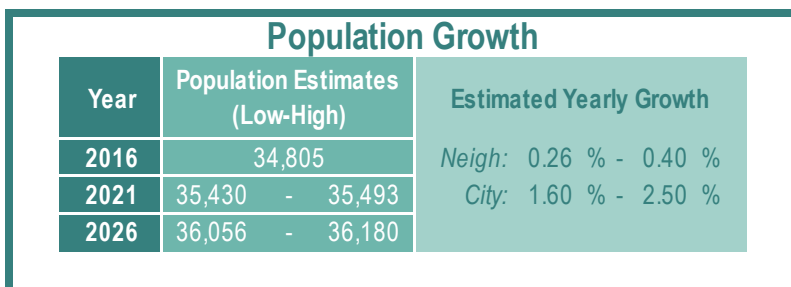
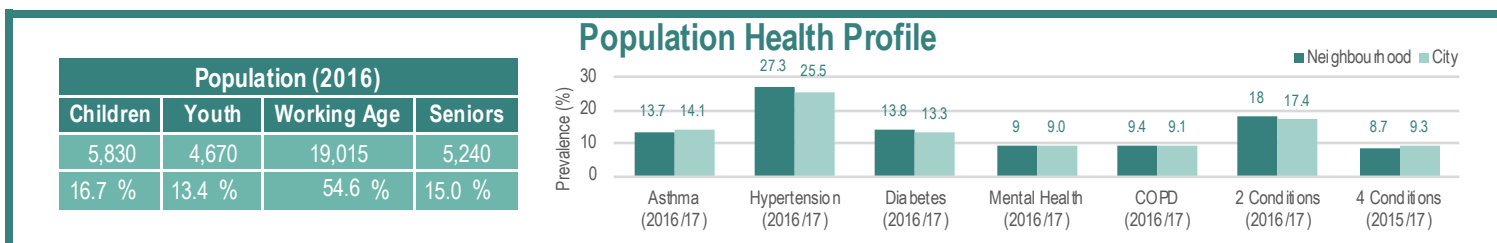
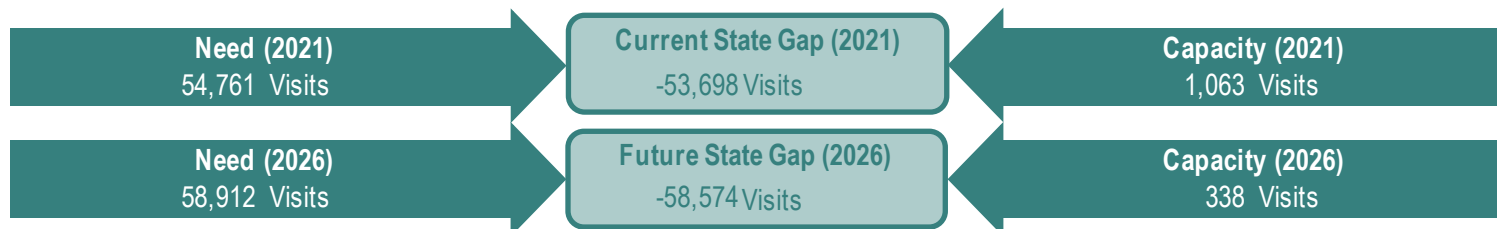
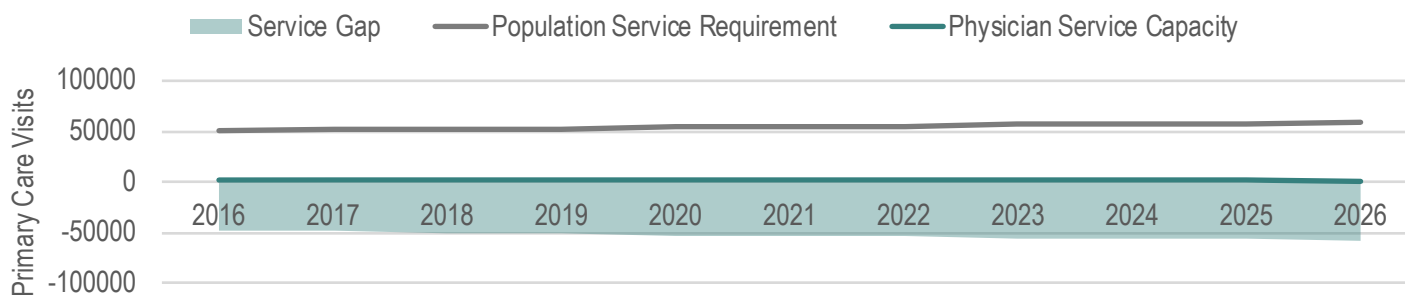
2016	21
2017	19

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	32,584	37,152	30,445	33,811	31,787	27,265	33,129
Comprehensive Care Physicians' At-Risk Service Capacity	24,247	17,359	21,746	16,060	15,894	18,926	11,923
Non-Comprehensive Care Physicians' Service Capacity	5,597						
Total Service Capacity	62,428	60,108	57,788	55,468	53,278	51,788	50,649



Primary Care Workforce Planning

Neighbourhood Profile: Parkwoods-Donalda





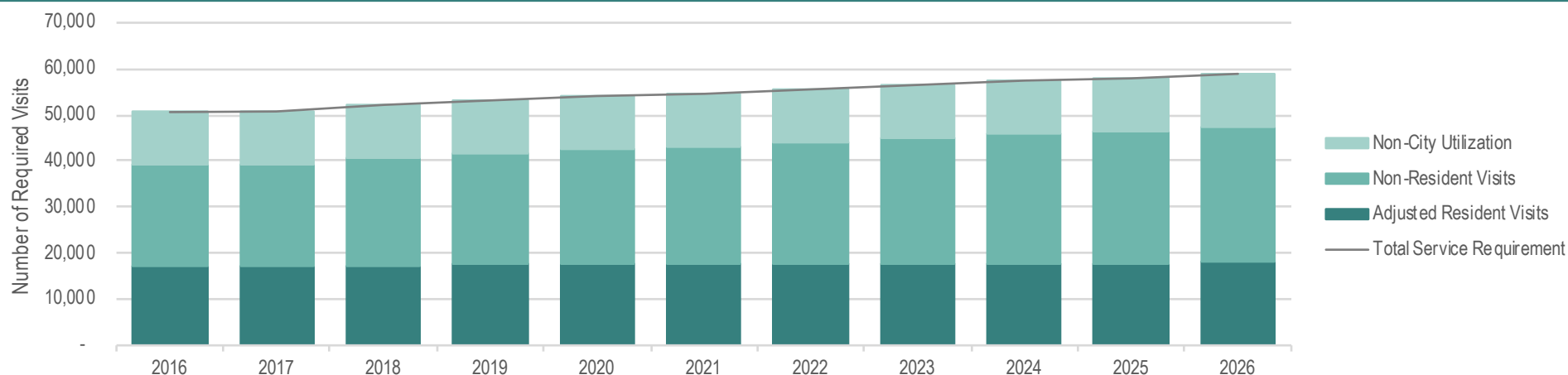
Primary Care Workforce Planning

Service Requirements Module: Parkwoods-Donalda

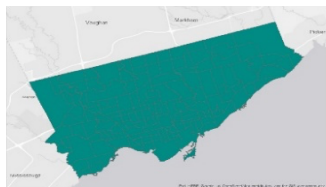
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	36,177	36,313	36,449	36,585	36,721	36,857	36,993	37,129	37,265	37,401	37,537
Resident Visits	128,077	127,841	129,040	129,522	130,003	130,485	130,966	131,448	131,929	132,411	132,892
Proportion of Care Accessed Within Home Neighbourhood	13.5%										
Resident Visits Adjusted for Spatial Patterns of Utilization	17,290	17,259	17,420	17,485	17,550	17,615	17,680	17,745	17,810	17,875	17,940
Non-Resident Visits	21,875	22,062	23,405	24,171	24,936	25,701	26,467	27,232	27,997	28,762	29,528
Non-City Utilization	11,444										
Total Service Requirement	50,609	50,765	52,270	53,100	53,930	54,761	55,591	56,421	57,252	58,082	58,912



Primary Care Workforce Planning

Service Capacity Module: Parkwoods-Donalda

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

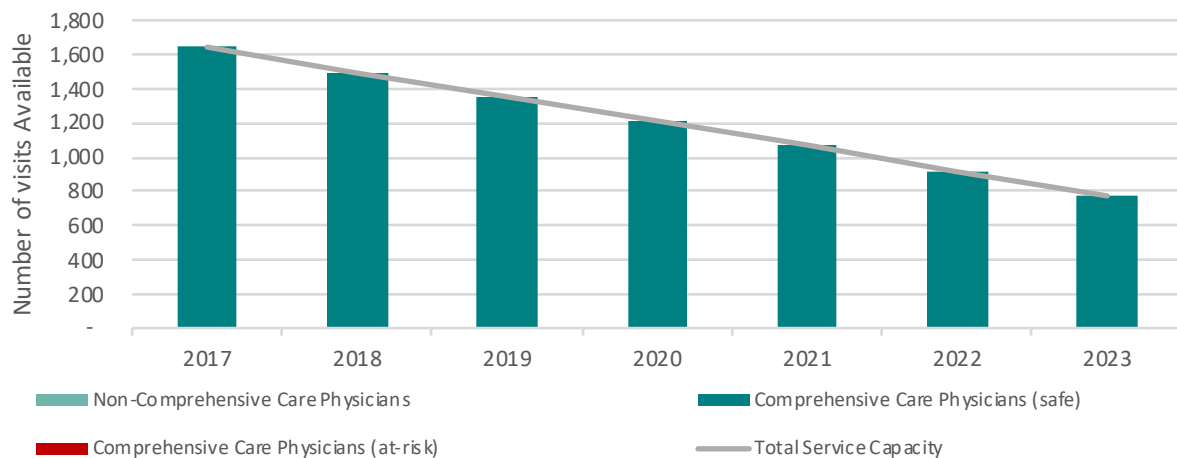
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	0	9	9
Dieticians	21	17	19
Midwives	0	0	0
NPs	0	0	0
OTs	0	0	0
Optometrists	0	77	106
Pharmacists	136	143	61
PTs	0	9	67
Psychologists	0	0	0
RNs	2	0	0
RPNs	102	129	145
RTs	0	0	0
SLPs	0	0	0

Number of Comprehensive Primary Care Physicians

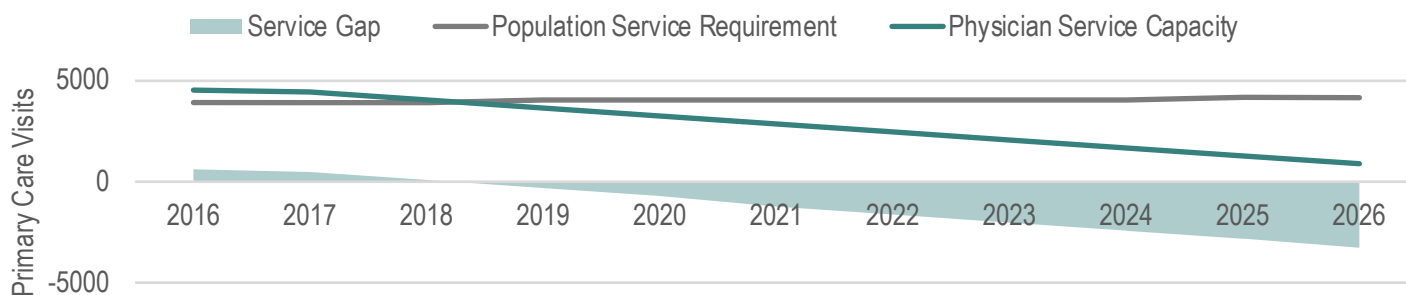
2016	(1-5)
2017	(1-5)

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	1,643	1,498	1,353	1,208	1,063	918	773
Comprehensive Care Physicians' At-Risk Service Capacity	0	0	0	0	0	0	0
Non-Comprehensive Care Physicians' Service Capacity	0						
Total Service Capacity	1,643	1,498	1,353	1,208	1,063	918	773



Primary Care Workforce Planning

Neighbourhood Profile: Pleasant View



Need (2021)

4,043 Visits

Current State Gap (2021)

-1,185 Visits

Capacity (2021)

2,858 Visits

Need (2026)

4,164 Visits

Future State Gap (2026)

-3,271 Visits

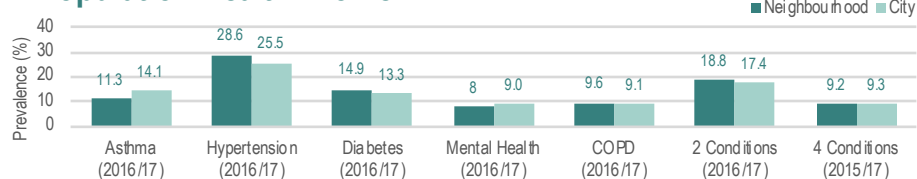
Capacity (2026)

893 Visits

Population (2016)

Children	Youth	Working Age	Seniors
2,060	2,070	8,500	3,205
13.0 %	13.1 %	53.7 %	20.3 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	15,818	Neigh: 0.00 % - 0.00 %
2021	15,819 - 15,819	City: 1.60 % - 2.50 %
2026	15,820 - 15,820	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	3	4
Residential Instability	2	5
Dependency	5	1
Ethnic Concentration	4	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 2,473 Non-Resident Visits

Yearly Outgoing Demand: 61,163 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	76.2	71.6
ACSC Hospitalization / 100,000	191.1	244.4
Low Urgency ED (%)	63.6	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
				2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016
2016	(1-5)		2016	17	0	0	0	0	0	214	32	21	83	134	0	0
2017	(1-5)		2017	18	0	0	0	0	0	200	30	21	141	192	0	0
2018	(1-5)		2018	18	9	0	0	0	0	45	48	21	103	107	0	11



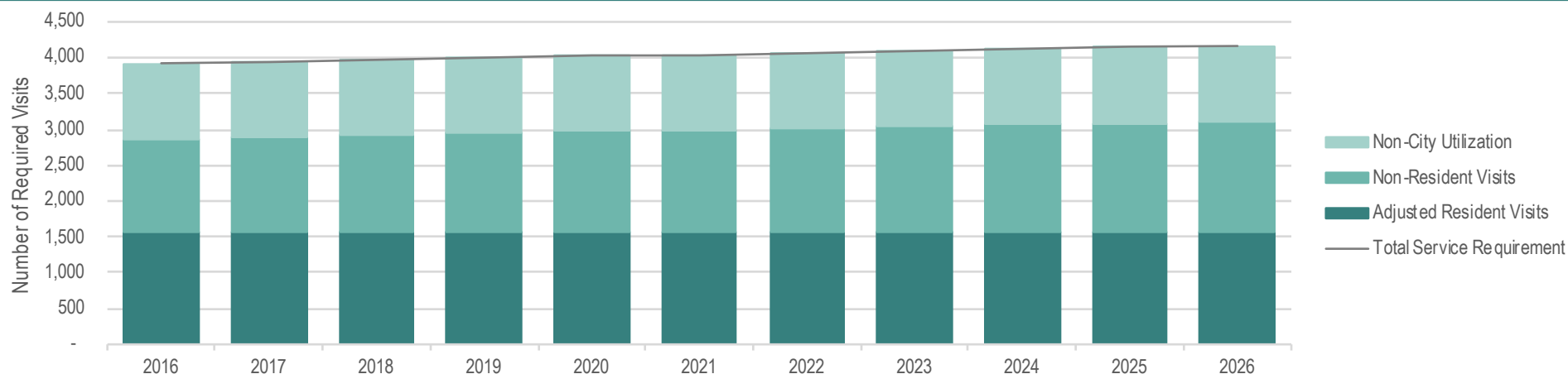
Primary Care Workforce Planning

Service Requirements Module: Pleasant View

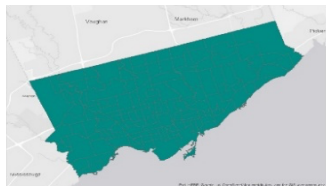
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	18,081	18,081	18,081	18,081	18,081	18,081	18,081	18,081	18,081	18,081	18,081
Resident Visits	62,718	62,864	62,718	62,718	62,718	62,718	62,718	62,718	62,718	62,718	62,718
Proportion of Care Accessed Within Home Neighbourhood	2.5%										
Resident Visits Adjusted for Spatial Patterns of Utilization	1,568	1,572	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568
Non-Resident Visits	1,306	1,307	1,354	1,378	1,402	1,426	1,451	1,475	1,499	1,523	1,547
Non-City Utilization	1,049										
Total Service Requirement	3,923	3,927	3,971	3,995	4,019	4,043	4,067	4,092	4,116	4,140	4,164



Primary Care Workforce Planning

Service Capacity Module: Pleasant View

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

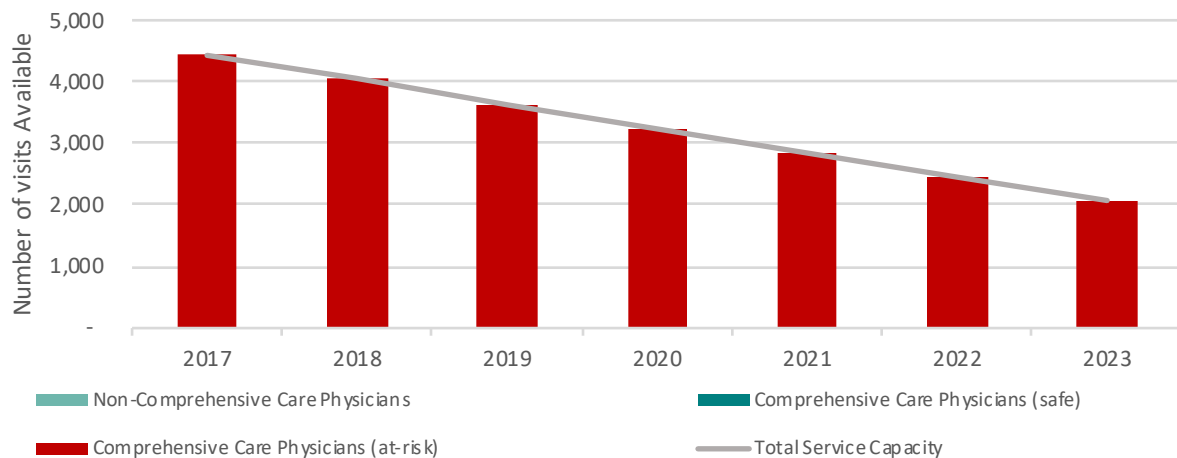
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



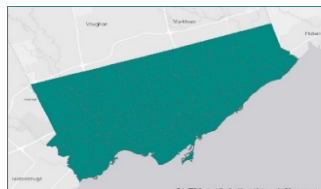
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	17	18	18
Dieticians	0	0	9
Midwives	0	0	0
NPs	0	0	0
OTs	0	0	0
Optometrists	0	0	0
Pharmacists	214	200	45
PTs	32	30	48
Psychologists	21	21	21
RNs	83	141	103
RPNs	134	192	107
RTs	0	0	0
SLPs	0	0	11

Number of Comprehensive Primary Care Physicians

2016	(1-5)
2017	(1-5)

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	0	0	0	0	0	0	0
Comprehensive Care Physicians' At-Risk Service Capacity	4,430	4,037	3,644	3,251	2,858	2,465	2,072
Non-Comprehensive Care Physicians' Service Capacity	0						
Total Service Capacity	4,430	4,037	3,644	3,251	2,858	2,465	2,072



Primary Care Workforce Planning

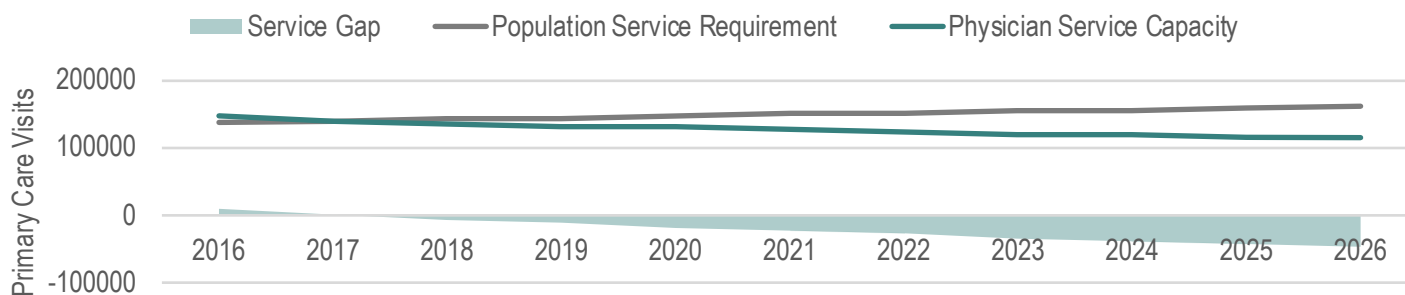
Neighbourhood Profile: Don Valley Village



Ontario Health
Toronto



uOttawa



Need (2021)
150,190 Visits

Current State Gap (2021)
-22,560 Visits

Capacity (2021)
127,630 Visits

Need (2026)
162,211 Visits

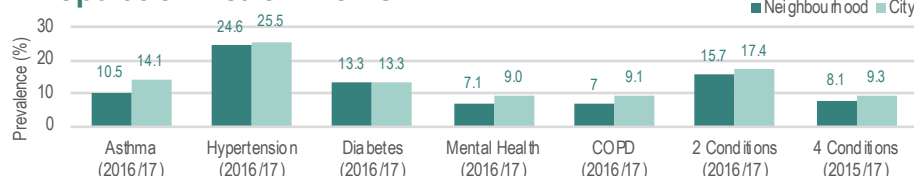
Future State Gap (2026)
-46,673 Visits

Capacity (2026)
115,538 Visits

Population (2016)

Children	Youth	Working Age	Seniors
4,080	3,265	14,995	4,710
15.1 %	12.1 %	55.4 %	17.4 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	27,051	Neigh: 0.75 % - 1.18 %
2021	28,467 - 28,641	City: 1.60 % - 2.50 %
2026	29,883 - 30,230	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	3	4
Residential Instability	3	5
Dependency	4	1
Ethnic Concentration	5	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 128,318 Non-Resident Visits

Yearly Outgoing Demand: 70,202 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	74.0	71.6
ACSC Hospitalization / 100,000	193.9	244.4
Low Urgency ED (%)	63.5	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians	Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
			2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016
2016	25		34	33	46	39	34	14	0	52	47	5	15	140	133
2017	23		33	34	46	34	34	14	0	52	47	5	15	140	133
2018			33	34	46	34	34	14	0	52	47	5	15	140	133



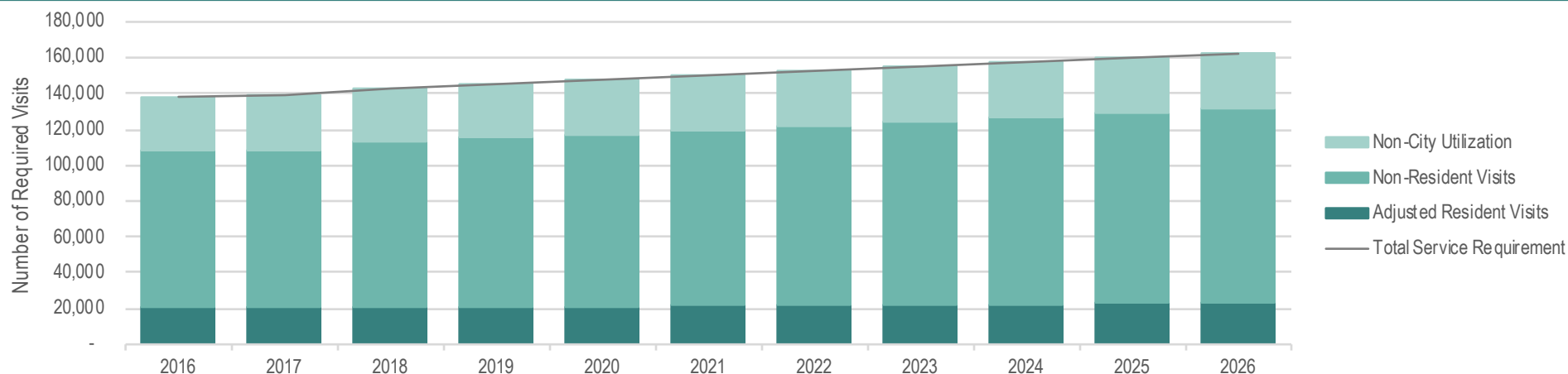
Primary Care Workforce Planning

Service Requirements Module: Don Valley Village

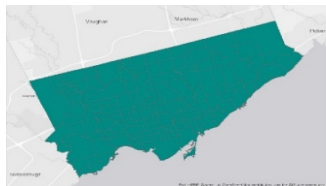
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	25,077	25,389	25,702	26,014	26,327	26,639	26,951	27,264	27,576	27,889	28,201
Resident Visits	86,643	86,056	88,801	89,881	90,960	92,039	93,119	94,198	95,278	96,357	97,436
Proportion of Care Accessed Within Home Neighbourhood	23.6%										
Resident Visits Adjusted for Spatial Patterns of Utilization	20,448	20,309	20,957	21,212	21,467	21,721	21,976	22,231	22,486	22,740	22,995
Non-Resident Visits	87,458	87,951	91,757	93,907	96,056	98,206	100,355	102,505	104,654	106,804	108,953
Non-City Utilization	30,263										
Total Service Requirement	138,169	138,523	142,977	145,381	147,786	150,190	152,594	154,998	157,403	159,807	162,211



Primary Care Workforce Planning

Service Capacity Module: Don Valley Village

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

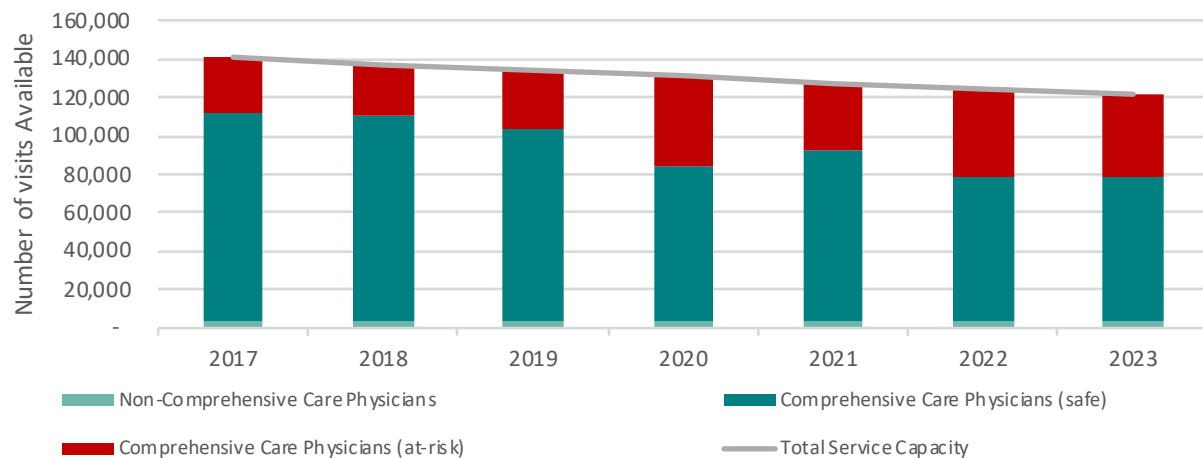
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



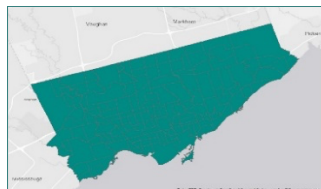
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	34	33	46
Dieticians	39	34	14
Midwives	0	0	0
NPs	38	52	47
OTs	5	5	15
Optometrists	0	163	140
Pharmacists	133	150	124
PTs	116	129	31
Psychologists	24	23	23
RNs	289	309	398
RPNs	510	563	625
RTs	0	0	0
SLPs	28	27	29

Number of Comprehensive Primary Care Physicians

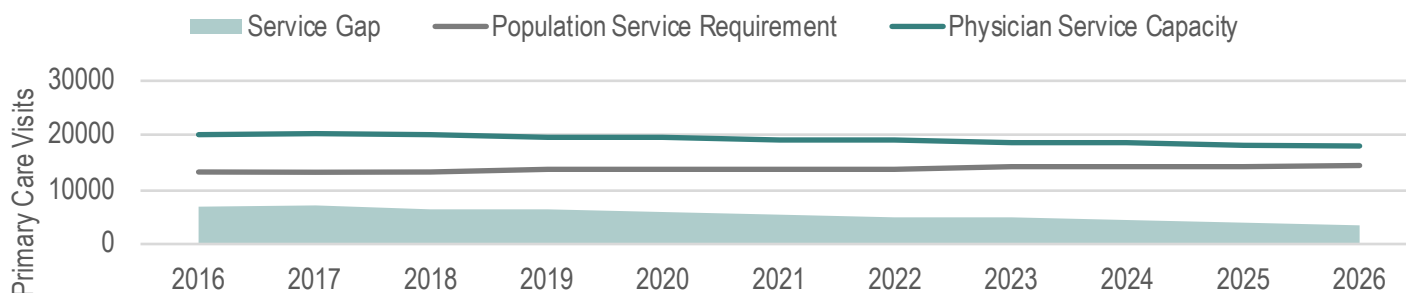
2016	25
2017	23

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	108,756	107,003	100,352	81,275	89,149	75,297	75,428
Comprehensive Care Physicians' At-Risk Service Capacity	28,961	27,177	30,368	46,353	35,387	46,147	43,051
Non-Comprehensive Care Physicians' Service Capacity	3,094						
Total Service Capacity	140,811	137,274	133,814	130,722	127,630	124,538	121,573



Primary Care Workforce Planning

Neighbourhood Profile: Hillcrest Village



Need (2021)
13,813 Visits

Current State Gap (2021)
+5,466 Visits

Capacity (2021)
19,279 Visits

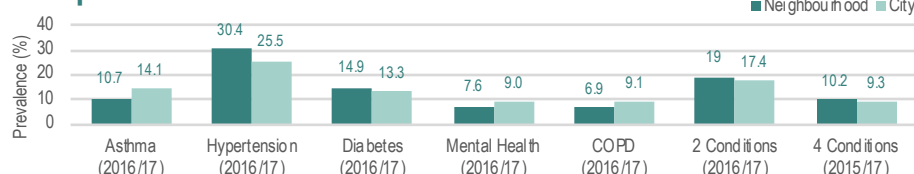
Need (2026)
14,431 Visits

Future State Gap (2026)
+3,583 Visits

Capacity (2026)
18,014 Visits

Population (2016)			
Children	Youth	Working Age	Seniors
2,125	2,210	8,310	4,300
12.5 %	13.0 %	49.1 %	25.4 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	16,934	Neigh: 0.00 % - 0.00 %
2021	16,934 - 16,935	City: 1.60 % - 2.50 %
2026	16,935 - 16,935	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	3	4
Residential Instability	2	5
Dependency	5	1
Ethnic Concentration	4	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 10,622 Non-Resident Visits

Yearly Outgoing Demand: 63,060 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	80.4	71.6
ACSC Hospitalization / 100,000	260.7	244.4
Low Urgency ED (%)	58.9	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	(1-5)		2016	15	0	0	0	0	0	318	32	0	521	609	0	158
2017	(1-5)		2017	42	0	0	0	0	58	287	18	0	501	658	0	149
2017	(1-5)		2018	37	0	0	0	0	49	209	29	0	534	647	0	139



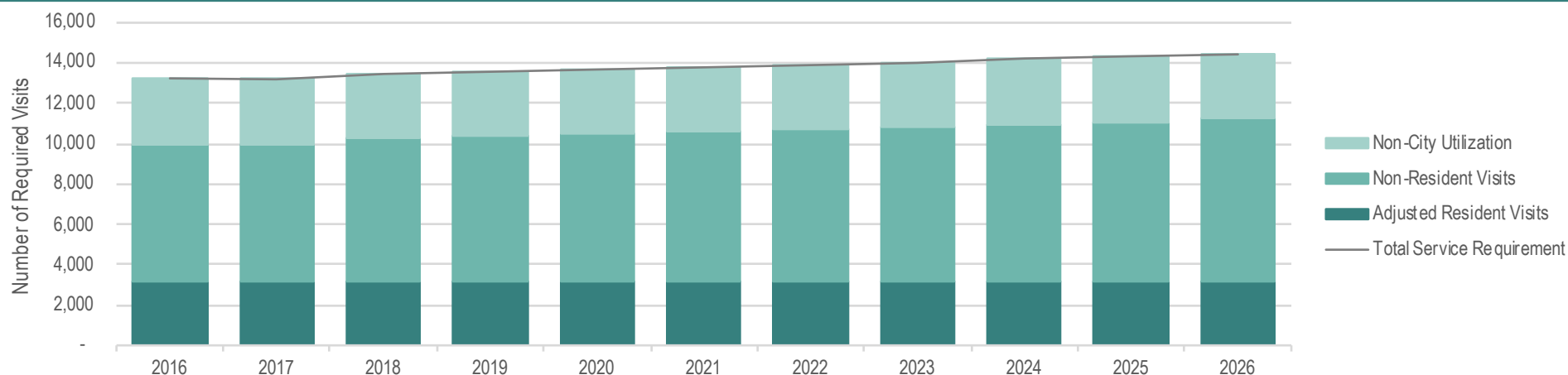
Primary Care Workforce Planning

Service Requirements Module: Hillcrest Village

Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	18,620	18,620	18,620	18,620	18,620	18,620	18,620	18,620	18,620	18,620	18,620
Resident Visits	66,250	66,130	66,250	66,250	66,250	66,250	66,250	66,250	66,250	66,250	66,250
Proportion of Care Accessed Within Home Neighbourhood	4.8%										
Resident Visits Adjusted for Spatial Patterns of Utilization	3,180	3,174	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180
Non-Resident Visits	6,815	6,818	7,062	7,186	7,309	7,432	7,556	7,679	7,803	7,926	8,050
Non-City Utilization	3,201										
Total Service Requirement	13,196	13,193	13,443	13,567	13,690	13,813	13,937	14,060	14,184	14,307	14,431



Primary Care Workforce Planning

Service Capacity Module: Hillcrest Village

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

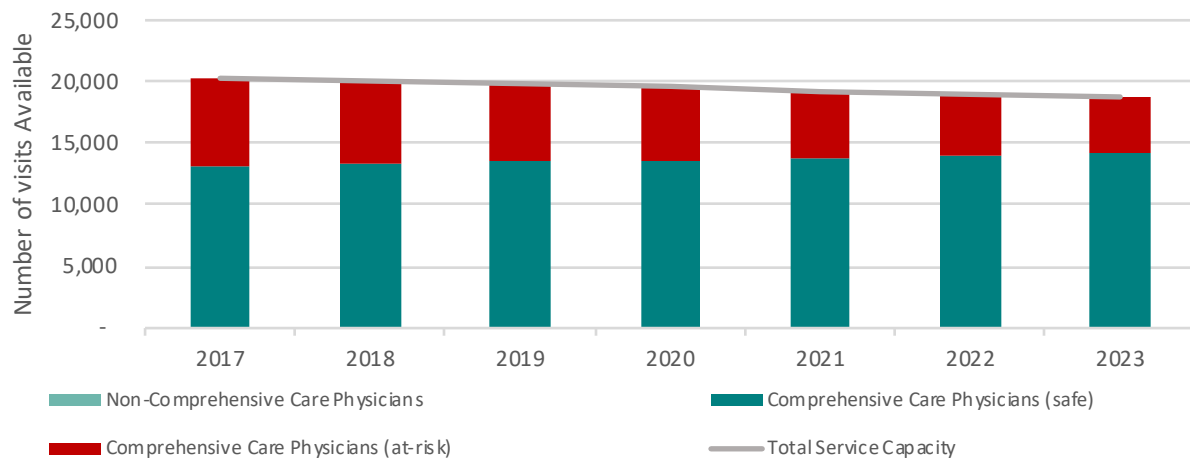
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



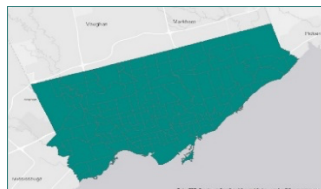
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	15	42	37
Dieticians	0	0	0
Midwives	0	0	0
NPs	0	0	0
OTs	0	0	0
Optometrists	0	58	49
Pharmacists	318	287	209
PTs	32	18	29
Psychologists	0	0	0
RNs	521	501	534
RPNs	609	658	647
RTs	0	0	0
SLPs	158	149	139

Number of Comprehensive Primary Care Physicians

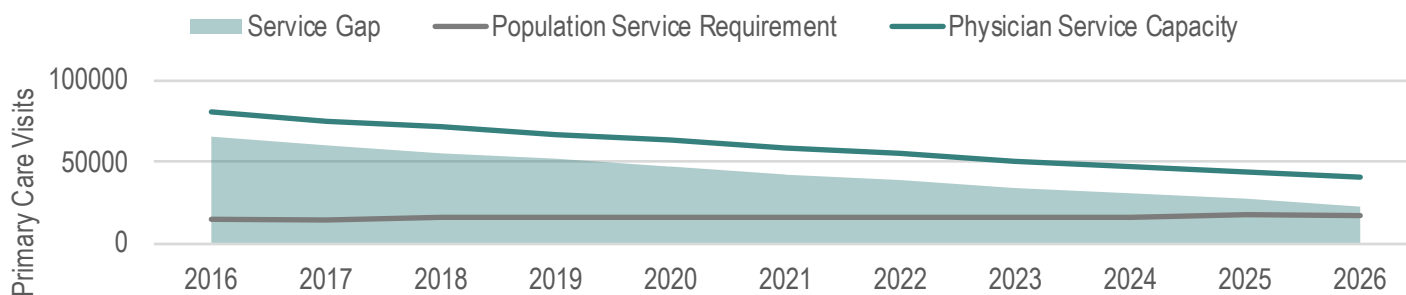
2016	(1-5)
2017	(1-5)

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	13,128	13,296	13,464	13,632	13,800	13,968	14,136
Comprehensive Care Physicians' At-Risk Service Capacity	7,163	6,742	6,321	5,900	5,479	5,058	4,637
Non-Comprehensive Care Physicians' Service Capacity	0						
Total Service Capacity	20,291	20,038	19,785	19,532	19,279	19,026	18,773



Primary Care Workforce Planning

Neighbourhood Profile: Bayview Woods-Steeles



Need (2021)
16,280 Visits

Current State Gap (2021)
+43,116 Visits

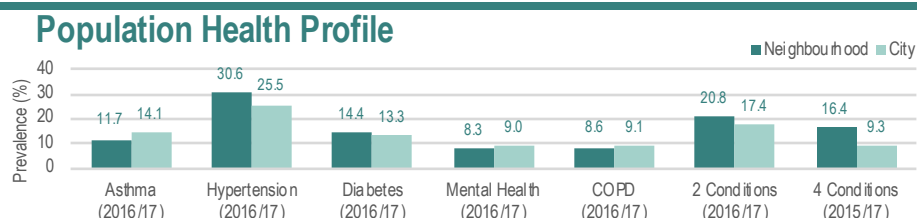
Capacity (2021)
59,396 Visits

Need (2026)
17,410 Visits

Future State Gap (2026)
+23,547 Visits

Capacity (2026)
40,957 Visits

Population (2016)			
Children	Youth	Working Age	Seniors
1,505	1,630	6,335	3,690
11.4 %	12.4 %	48.2 %	28.1 %



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	13,154	Neigh: 0.19 % - 0.29 %
2021	13,327 - 13,347	City: 1.60 % - 2.50 %
2026	13,500 - 13,540	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	2	4
Residential Instability	2	5
Dependency	5	1
Ethnic Concentration	4	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 12,752 Non-Resident Visits

Yearly Outgoing Demand: 49,663 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	78.9	71.6
ACSC Hospitalization / 100,000	209.0	244.4
Low Urgency ED (%)	66.6	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	25		2016	18	34	0	0	0	0	335	57	34	276	458	0	2
2017	21		2017	13	29	0	0	0	70	400	70	34	234	508	0	0
			2018	27	29	0	0	8	78	71	41	34	279	497	0	0



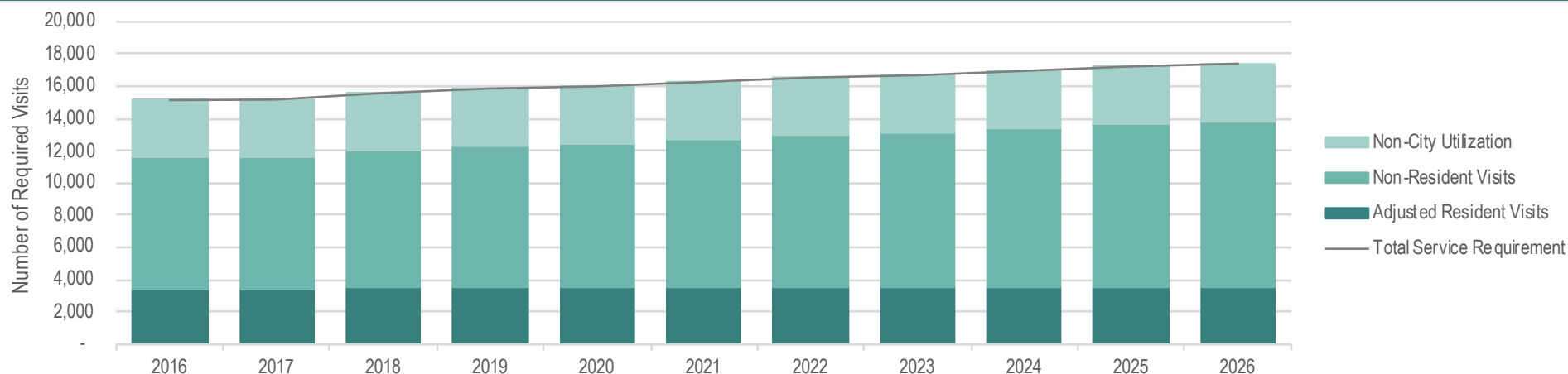
Primary Care Workforce Planning

Service Requirements Module: Bayview Woods-Steeles

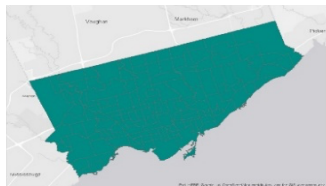
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	14,906	14,944	14,982	15,020	15,058	15,097	15,135	15,173	15,211	15,249	15,287
Resident Visits	52,506	52,587	52,774	52,908	53,043	53,177	53,311	53,445	53,579	53,714	53,848
Proportion of Care Accessed Within Home Neighbourhood	6.6%										
Resident Visits Adjusted for Spatial Patterns of Utilization	3,465	3,471	3,483	3,492	3,501	3,510	3,519	3,527	3,536	3,545	3,554
Non-Resident Visits	8,139	8,160	8,573	8,791	9,008	9,225	9,442	9,660	9,877	10,094	10,311
Non-City Utilization	3,545										
Total Service Requirement	15,149	15,176	15,602	15,828	16,054	16,280	16,506	16,732	16,958	17,184	17,410



Primary Care Workforce Planning

Service Capacity Module: Bayview Woods-Steeles

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

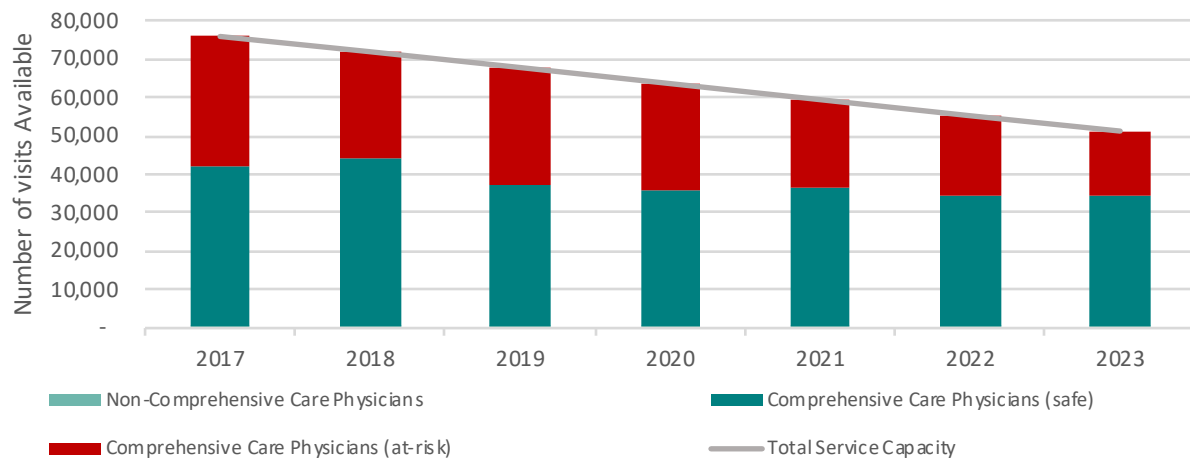
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



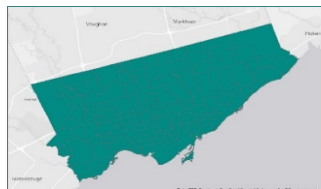
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	18	13	27
Dieticians	34	29	29
Midwives	0	0	0
NPs	0	0	0
OTs	0	0	8
Optometrists	0	70	78
Pharmacists	335	400	71
PTs	57	70	41
Psychologists	34	34	34
RNs	276	234	279
RPNs	458	508	497
RTs	0	0	0
SLPs	2	0	0

Number of Comprehensive Primary Care Physicians

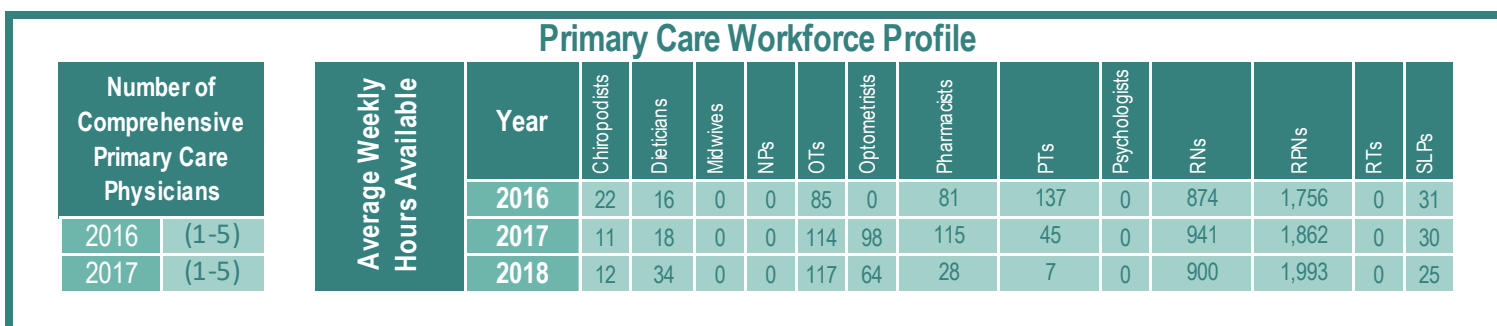
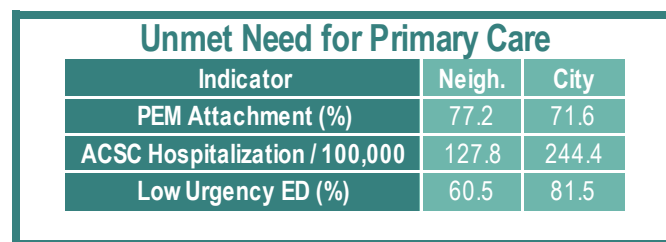
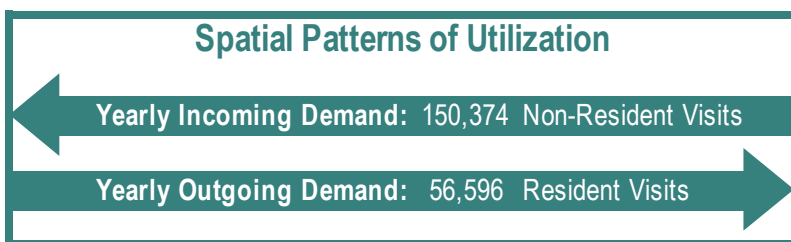
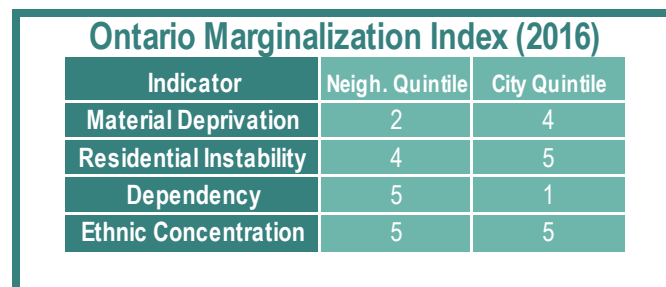
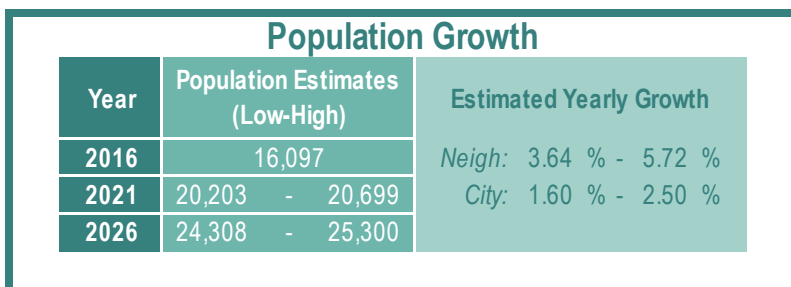
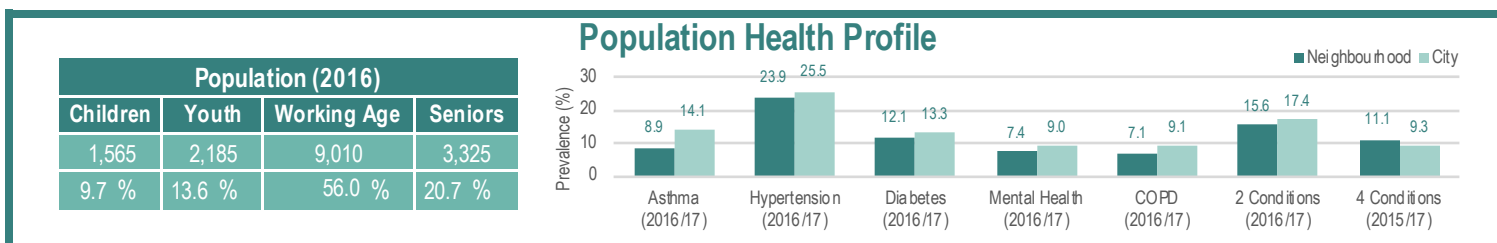
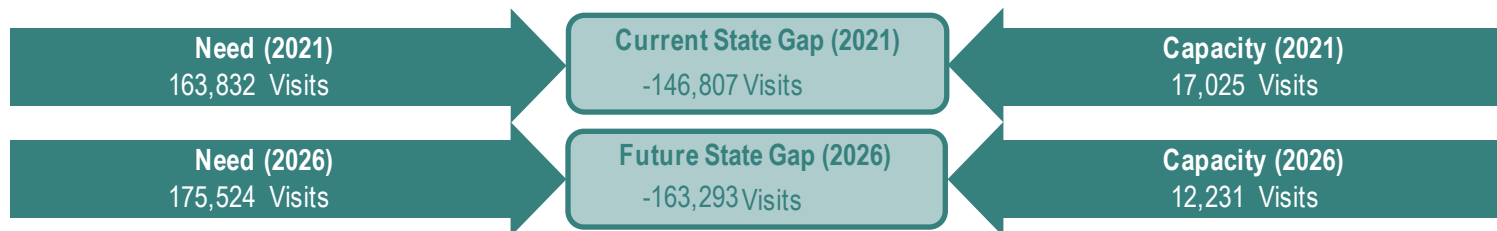
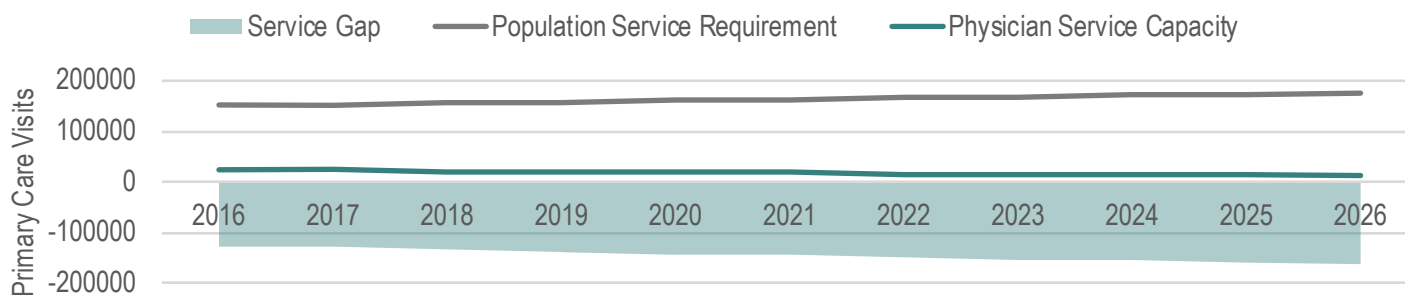
2016	25
2017	21

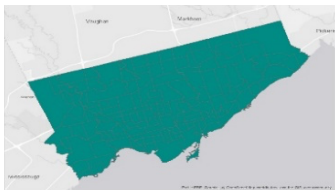
	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	41,801	43,261	36,431	35,266	35,675	33,921	33,720
Comprehensive Care Physicians' At-Risk Service Capacity	33,468	27,909	30,640	27,706	23,198	20,853	16,958
Non-Comprehensive Care Physicians' Service Capacity	523						
Total Service Capacity	75,792	71,693	67,594	63,495	59,396	55,297	51,201



Primary Care Workforce Planning

Neighbourhood Profile: Newtonbrook East





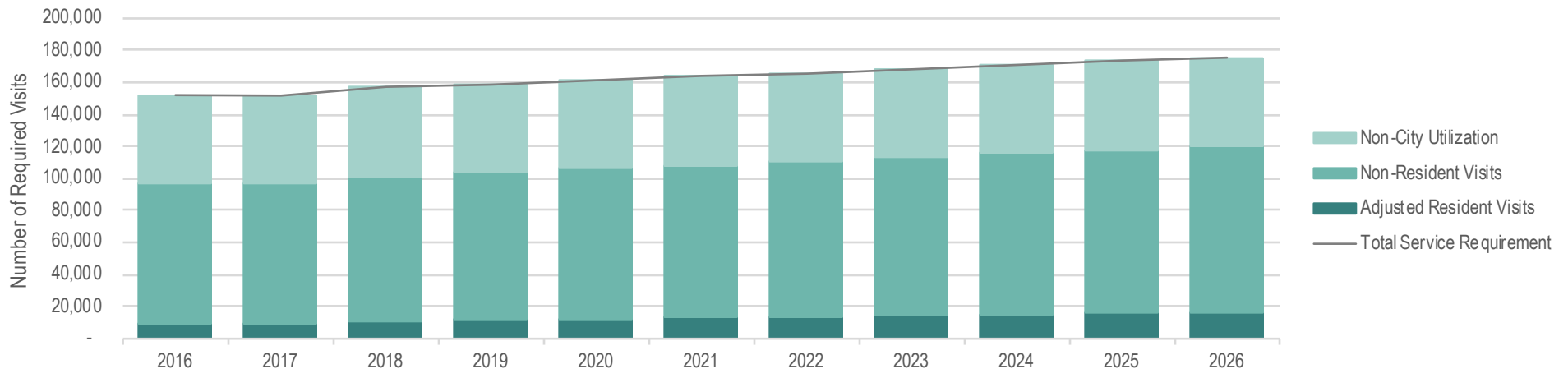
Primary Care Workforce Planning

Service Requirements Module: Newtonbrook East

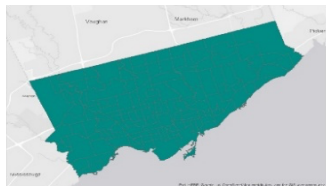
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	14,554	15,459	16,364	17,268	18,173	19,078	19,983	20,888	21,792	22,697	23,602
Resident Visits	53,546	53,370	60,203	63,532	66,861	70,190	73,519	76,847	80,176	83,505	86,834
Proportion of Care Accessed Within Home Neighbourhood	19.0%										
Resident Visits Adjusted for Spatial Patterns of Utilization	10,174	10,140	11,439	12,071	12,704	13,336	13,969	14,601	15,233	15,866	16,498
Non-Resident Visits	86,832	87,203	90,244	91,950	93,656	95,362	97,068	98,774	100,479	102,185	103,891
Non-City Utilization	55,134										
Total Service Requirement	152,140	152,477	156,817	159,155	161,493	163,832	166,170	168,509	170,847	173,185	175,524



Primary Care Workforce Planning

Service Capacity Module: Newtonbrook East

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

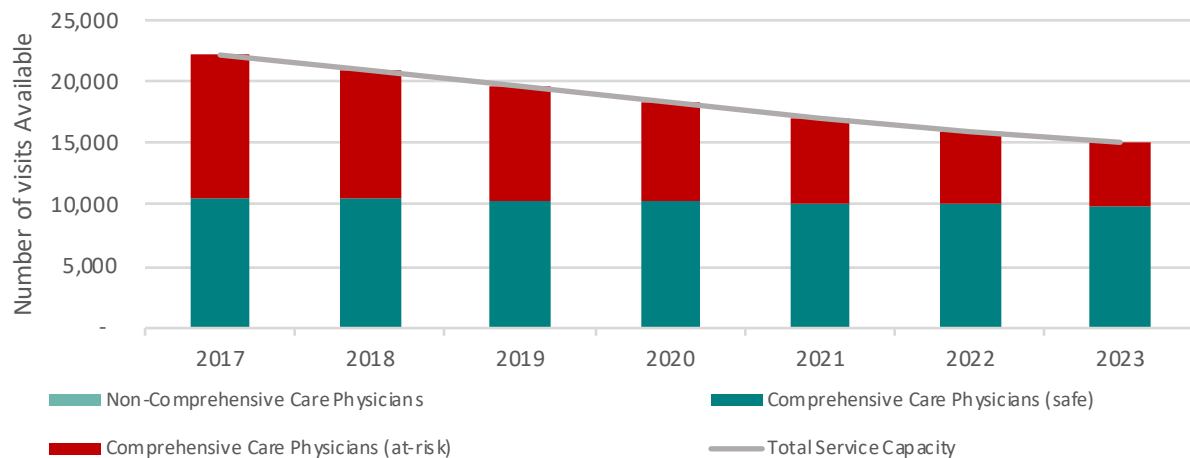
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



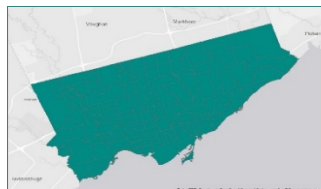
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	22	11	12
Dieticians	16	18	34
Midwives	0	0	0
NPs	0	0	0
OTs	85	114	117
Optometrists	0	98	64
Pharmacists	81	115	28
PTs	137	45	7
Psychologists	0	0	0
RNs	874	941	900
RPNs	1,756	1,862	1,993
RTs	0	0	0
SLPs	31	30	25

Number of Comprehensive Primary Care Physicians

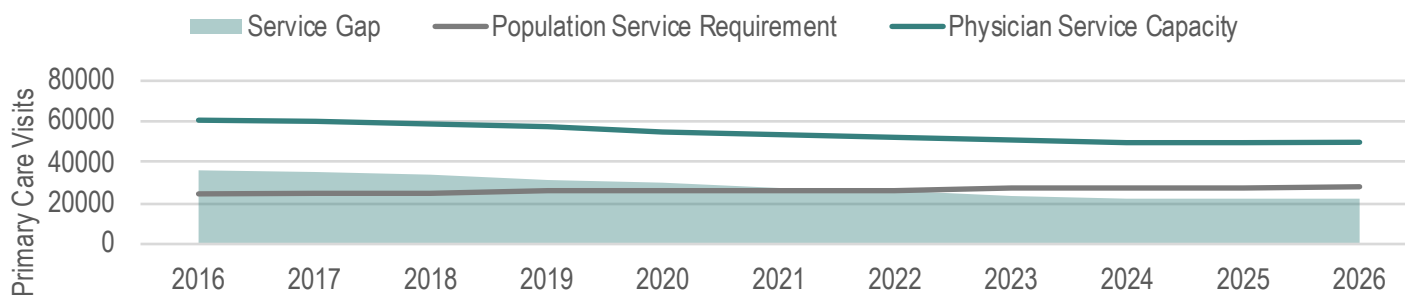
2016	(1-5)
2017	(1-5)

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	10,631	10,525	10,419	10,313	10,207	10,101	9,995
Comprehensive Care Physicians' At-Risk Service Capacity	11,546	10,364	9,182	8,000	6,818	5,938	5,092
Non-Comprehensive Care Physicians' Service Capacity	0						
Total Service Capacity	22,177	20,889	19,601	18,313	17,025	16,039	15,087



Primary Care Workforce Planning

Neighbourhood Profile: Willowdale East



Need (2021)

26,318 Visits

Current State Gap (2021)

+27,660 Visits

Capacity (2021)

53,978 Visits

Need (2026)

28,062 Visits

Future State Gap (2026)

+21,807 Visits

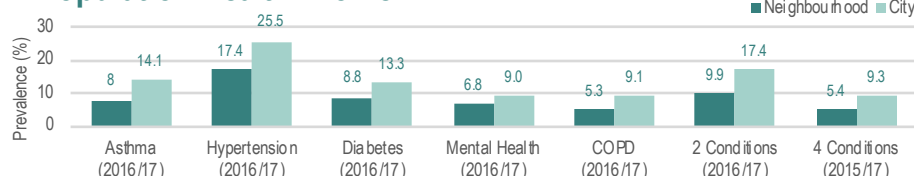
Capacity (2026)

49,869 Visits

Population (2016)

Children	Youth	Working Age	Seniors
5,925	6,915	31,335	6,265
11.8 %	13.7 %	62.1 %	12.4 %

Population Health Profile



Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	50,434	Neigh: 0.46 % - 0.72 %
2021	52,049 - 52,242	City: 1.60 % - 2.50 %
2026	53,664 - 54,050	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	1	4
Residential Instability	5	5
Dependency	3	1
Ethnic Concentration	5	5

Spatial Patterns of Utilization

Yearly Incoming Demand: 20,856 Non-Resident Visits

Yearly Outgoing Demand: 159,315 Resident Visits

Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	74.3	71.6
ACSC Hospitalization / 100,000	77.5	244.4
Low Urgency ED (%)	54.4	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	15															
2017	14															
2018	14															
2016	15		2016	34	138	0	0	22	0	517	424	155	1,091	905	0	178
2017	14		2017	34	77	0	2	28	377	526	347	137	969	933	0	186
2018	14		2018	35	88	0	34	28	391	205	200	187	1,061	1,027	0	159



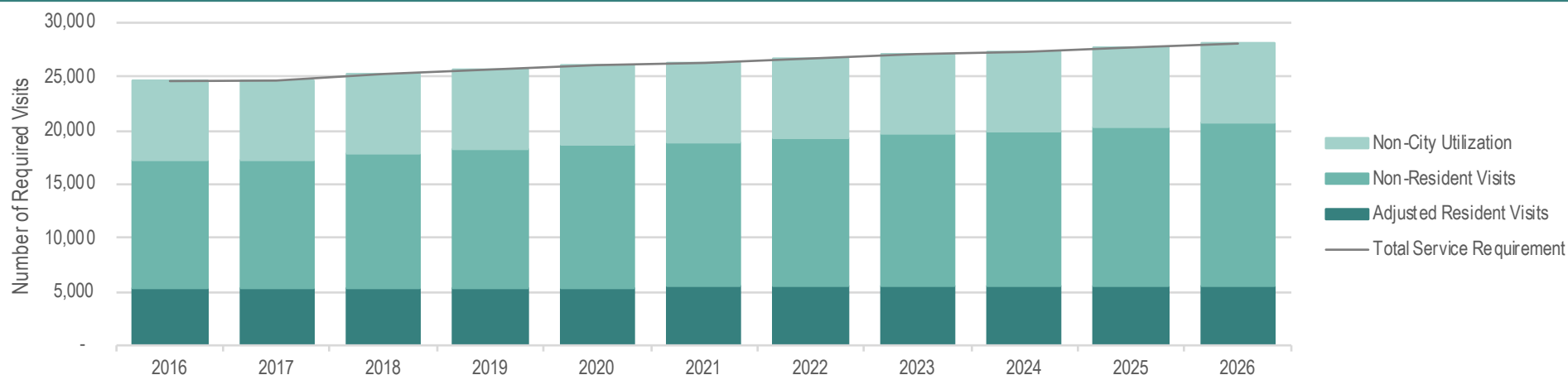
Primary Care Workforce Planning

Service Requirements Module: Willowdale East

Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	51,465	51,821	52,176	52,532	52,887	53,243	53,599	53,954	54,310	54,665	55,021
Resident Visits	159,336	159,464	161,538	162,638	163,739	164,840	165,941	167,042	168,143	169,244	170,345
Proportion of Care Accessed Within Home Neighbourhood	3.3%										
Resident Visits Adjusted for Spatial Patterns of Utilization	5,258	5,262	5,331	5,367	5,403	5,440	5,476	5,512	5,549	5,585	5,621
Non-Resident Visits	11,936	11,999	12,561	12,873	13,186	13,498	13,811	14,123	14,436	14,749	15,061
Non-City Utilization	7,380										
Total Service Requirement	24,574	24,641	25,271	25,620	25,969	26,318	26,667	27,016	27,365	27,714	28,062



Primary Care Workforce Planning

Service Capacity Module: Willowdale East

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

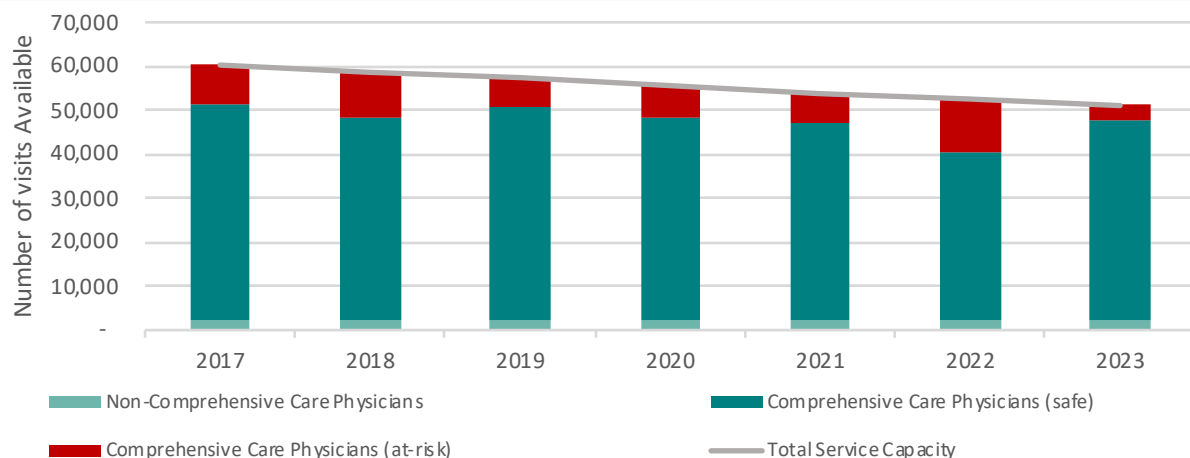
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



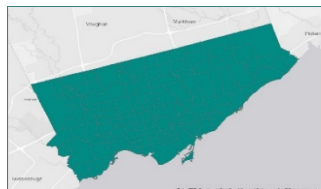
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiroprodists	34	34	35
Dieticians	138	77	88
Midwives	0	0	0
NPs	0	2	34
OTs	22	28	28
Optometrists	0	377	391
Pharmacists	517	526	205
PTs	424	347	200
Psychologists	155	137	187
RNs	1,091	969	1,061
RPNs	905	933	1,027
RTs	0	0	0
SLPs	178	186	159

Number of Comprehensive Primary Care Physicians

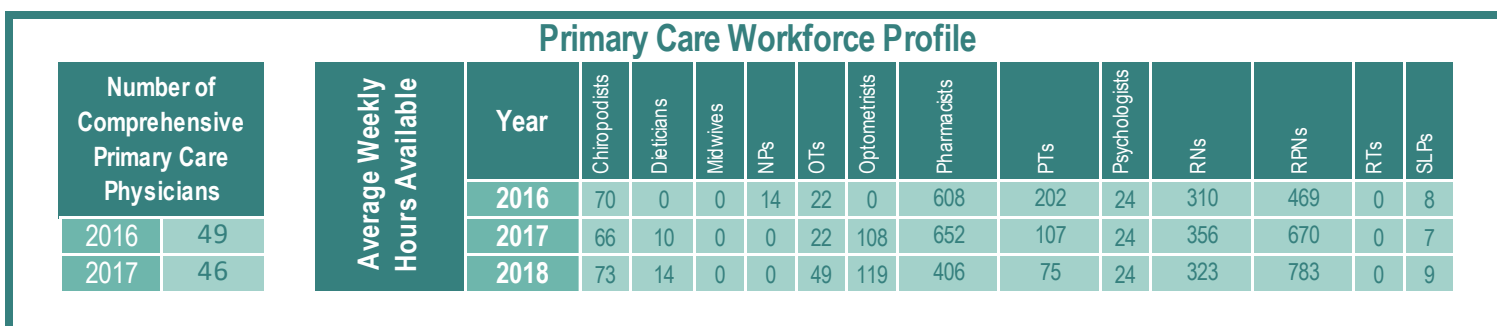
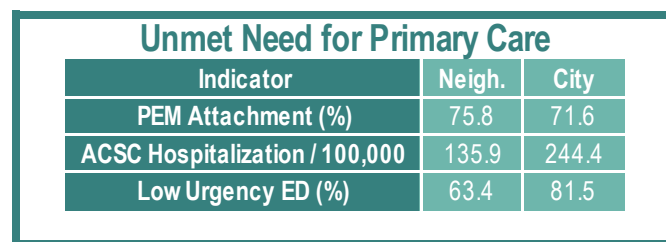
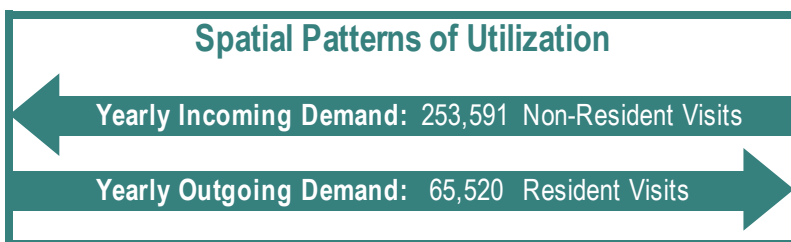
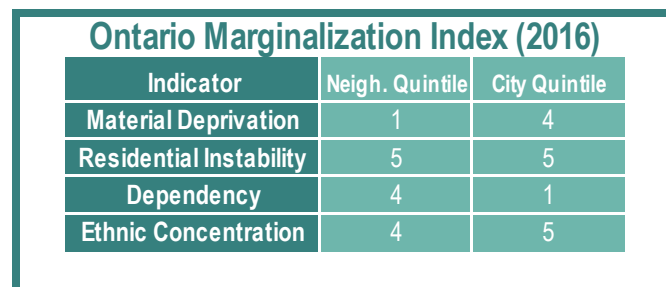
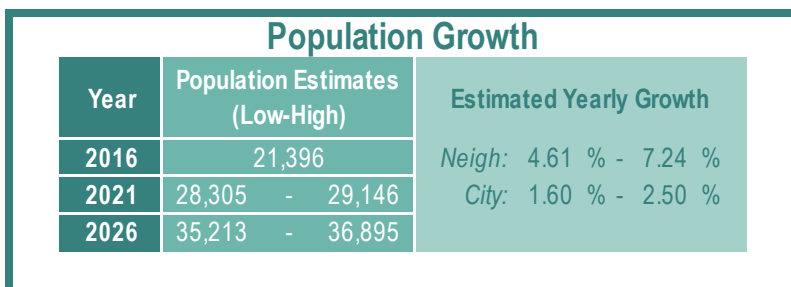
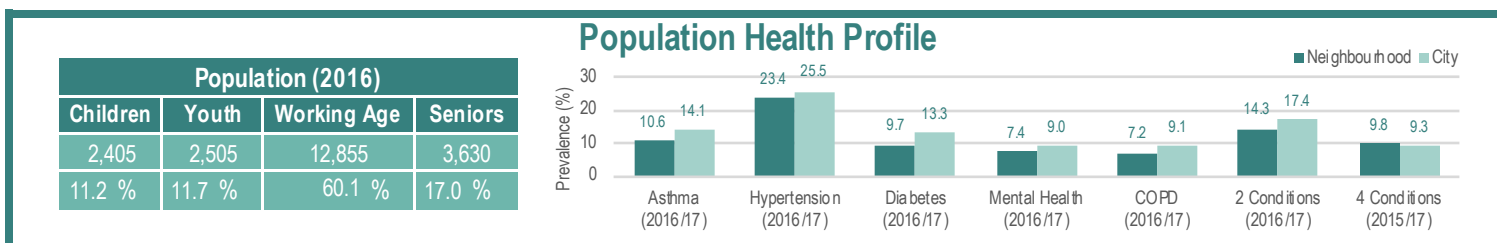
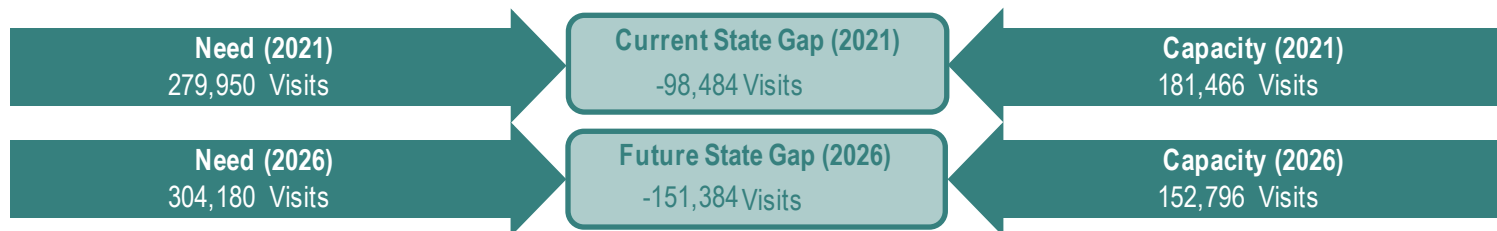
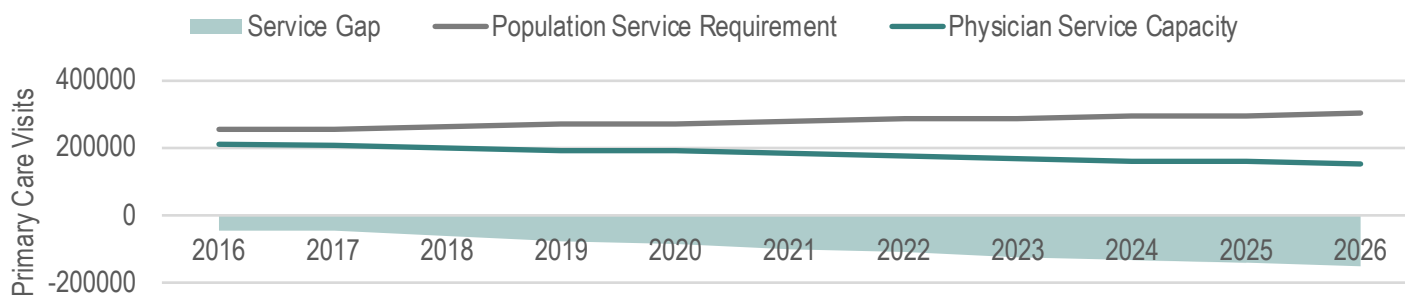
2016	15
2017	14

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	49,091	45,820	48,765	45,986	44,778	38,010	45,332
Comprehensive Care Physicians' At-Risk Service Capacity	8,930	10,629	6,112	7,319	6,955	12,151	3,474
Non-Comprehensive Care Physicians' Service Capacity	2,245						
Total Service Capacity	60,266	58,694	57,122	55,550	53,978	52,406	51,051



Primary Care Workforce Planning

Neighbourhood Profile: Bayview Village





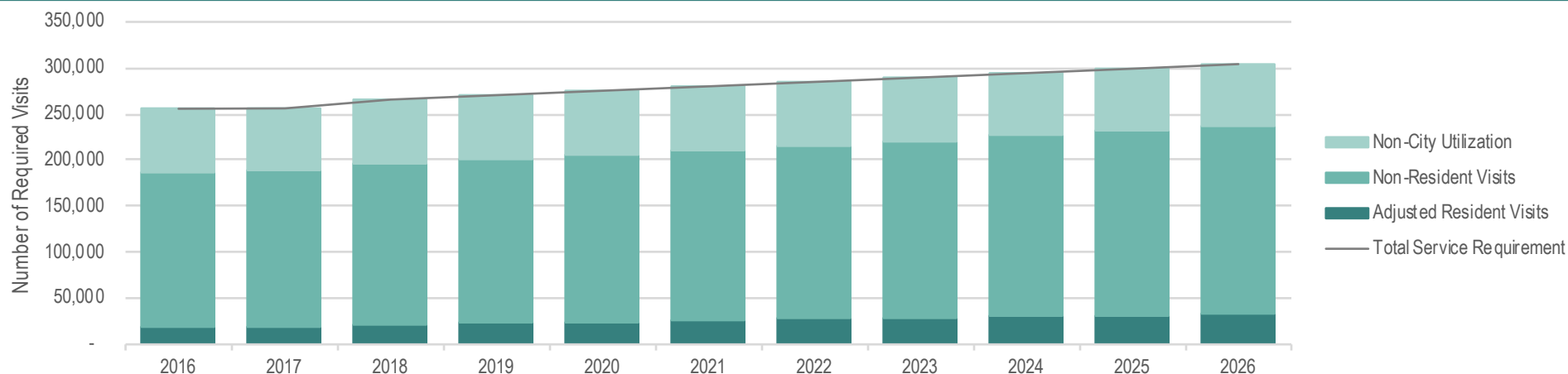
Primary Care Workforce Planning

Service Requirements Module: Bayview Village

Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	19,689	21,213	22,737	24,261	25,785	27,309	28,832	30,356	31,880	33,404	34,928
Resident Visits	66,293	66,577	76,556	81,687	86,818	91,949	97,080	102,211	107,342	112,473	117,604
Proportion of Care Accessed Within Home Neighbourhood	28.4%										
Resident Visits Adjusted for Spatial Patterns of Utilization	18,827	18,908	21,742	23,199	24,656	26,113	27,571	29,028	30,485	31,942	33,399
Non-Resident Visits	168,639	169,324	175,417	178,806	182,194	185,583	188,972	192,361	195,749	199,138	202,527
Non-City Utilization	68,254										
Total Service Requirement	255,721	256,486	265,413	270,258	275,104	279,950	284,796	289,642	294,488	299,334	304,180



Primary Care Workforce Planning

Service Capacity Module: Bayview Village

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

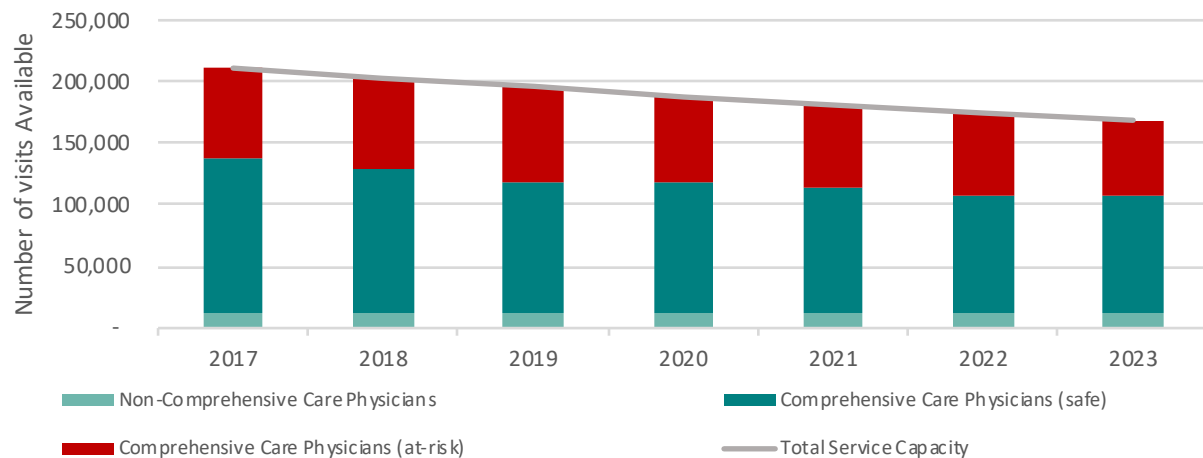
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

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Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

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Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



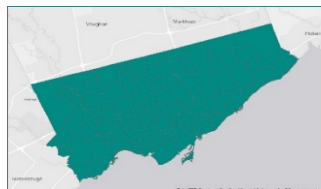
Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	70	66	73
Dieticians	0	10	14
Midwives	0	0	0
NPs	14	0	0
OTs	22	22	49
Optometrists	0	108	119
Pharmacists	608	652	406
PTs	202	107	75
Psychologists	24	24	24
RNs	310	356	323
RPNs	469	670	783
RTs	0	0	0
SLPs	8	7	9

Number of Comprehensive Primary Care Physicians

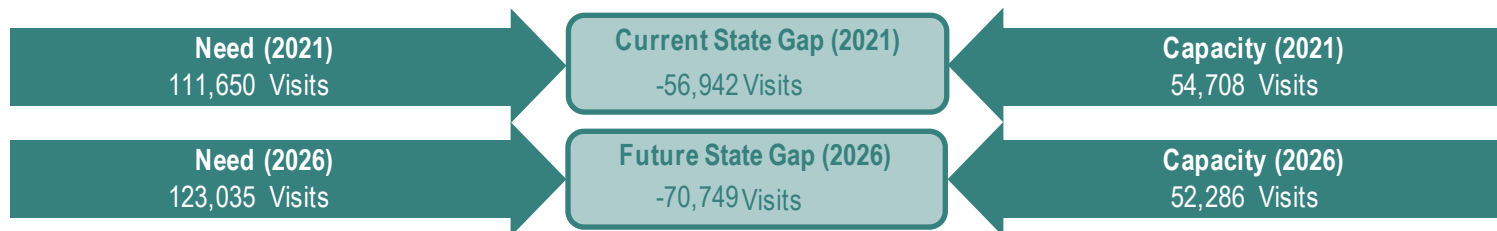
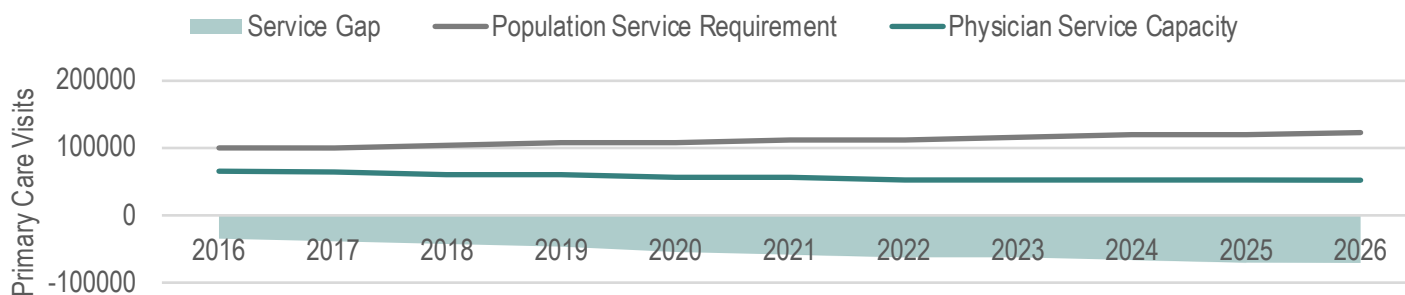
2016	49
2017	46

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	125,818	118,310	106,109	106,520	102,101	96,447	96,966
Comprehensive Care Physicians' At-Risk Service Capacity	73,785	73,522	78,242	70,481	67,817	66,870	60,274
Non-Comprehensive Care Physicians' Service Capacity	11,548						
Total Service Capacity	211,151	203,380	195,899	188,549	181,466	174,865	168,788



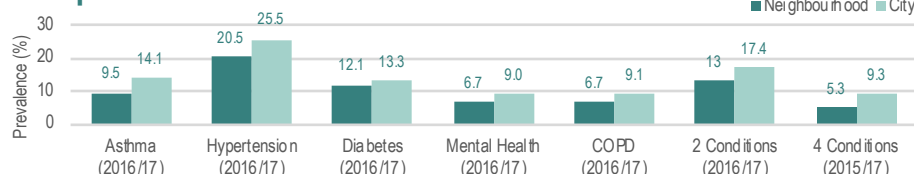
Primary Care Workforce Planning

Neighbourhood Profile: Henry Farm



Population (2016)			
Children	Youth	Working Age	Seniors
2,505	2,310	9,450	1,450
15.9 %	14.7 %	60.1 %	9.2 %

Population Health Profile



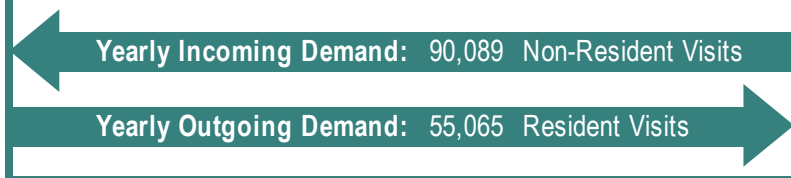
Population Growth

Year	Population Estimates (Low-High)	Estimated Yearly Growth
2016	15,723	Neigh: 4.98 % - 7.83 % City: 1.60 % - 2.50 %
2021	21,205 - 21,879	
2026	26,687 - 28,035	

Ontario Marginalization Index (2016)

Indicator	Neigh. Quintile	City Quintile
Material Deprivation	3	4
Residential Instability	5	5
Dependency	1	1
Ethnic Concentration	5	5

Spatial Patterns of Utilization



Unmet Need for Primary Care

Indicator	Neigh.	City
PEM Attachment (%)	70.6	71.6
ACSC Hospitalization / 100,000	225.8	244.4
Low Urgency ED (%)	61.4	81.5

Primary Care Workforce Profile

Number of Comprehensive Primary Care Physicians		Average Weekly Hours Available	Year	Chiropractors	Dietitians	Midwives	NPs	OTs	Optometrists	Pharmacists	PTs	Psychologists	RNs	RPNs	RTs	SLPs
2016	27		2016	60	4	0	0	317	0	347	312	14	646	892	0	49
2017	23		2017	56	0	0	0	321	265	384	300	14	163	767	26	63
			2018	59	1	0	0	267	262	146	152	14	217	549	18	59



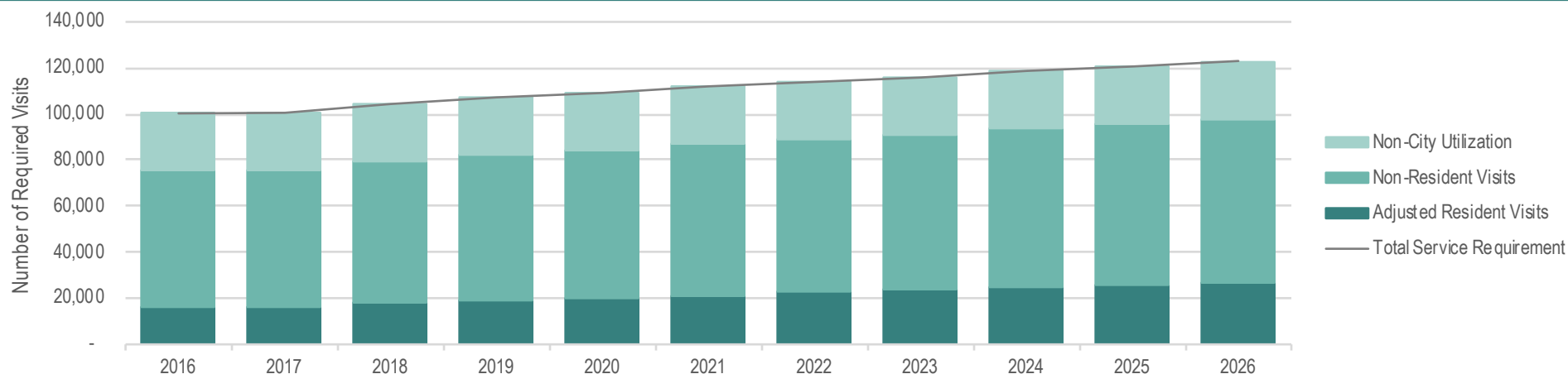
Primary Care Workforce Planning

Service Requirements Module: Henry Farm

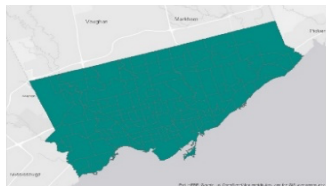
Examine the Sources of Service Requirements at a Neighbourhood Level

Total Service Requirements =

- 1 - Resident Visits:** Number of resident visits expected to be accessed in their neighbourhood of residence based on baseline spatial patterns of utilization
+
- 2 - Non-Resident Visits:** Number of non-resident visits expected to be accessed in the neighbourhood based on baseline spatial patterns of utilization
+
- 3 - Non-City Utilization:** Number of visits expected to be utilized by non-city residents in the neighbourhood based on baseline spatial patterns of utilization



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of Residents	17,386	18,596	19,805	21,015	22,225	23,435	24,644	25,854	27,064	28,273	29,483
Resident Visits	56,911	58,327	64,831	68,791	72,751	76,710	80,670	84,630	88,590	92,550	96,509
Proportion of Care Accessed Within Home Neighbourhood	28.0%										
Resident Visits Adjusted for Spatial Patterns of Utilization	15,935	16,332	18,153	19,261	20,370	21,479	22,588	23,696	24,805	25,914	27,023
Non-Resident Visits	59,428	59,688	61,765	62,933	64,101	65,270	66,438	67,606	68,774	69,943	71,111
Non-City Utilization	24,902										
Total Service Requirement	100,265	100,922	104,819	107,096	109,373	111,650	113,927	116,204	118,481	120,758	123,035



Primary Care Workforce Planning

Service Capacity Module: Henry Farm

Examine the Sources of Service Capacity at a Neighbourhood Level

Total Service Capacity =

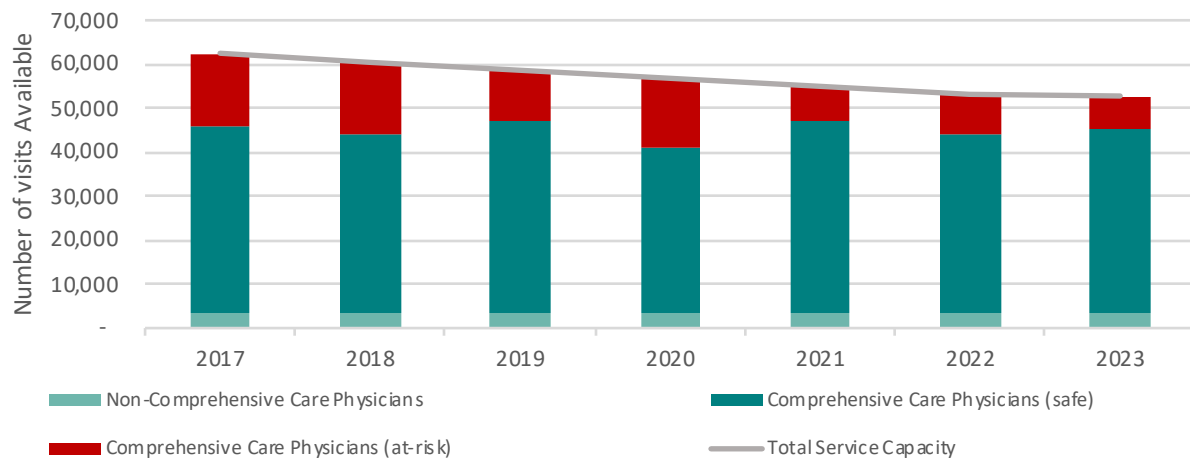
Comprehensive Care Physicians' Safe Service Capacity: Estimated number of services provided by comprehensive care physicians who are not expected to be at risk of exit from the workforce

+

Comprehensive Care Physicians' At-Risk Service Capacity: Estimated number of services provided by comprehensive care physicians who are considered to be at risk of exit from the workforce

+

Service Capacity Generated by Non-Comprehensive Care Physicians: Estimated number of services provided by non-comprehensive care physicians



Allied Health Professionals Average Weekly Hours Available

Profession	2016	2017	2018
Chiropractors	60	56	59
Dieticians	4	0	1
Midwives	0	0	0
NPs	0	0	0
OTs	317	321	267
Optometrists	0	265	262
Pharmacists	347	384	146
PTs	312	300	152
Psychologists	14	14	14
RNs	646	163	217
RPNs	892	767	549
RTs	0	26	18
SLPs	49	63	59

Number of Comprehensive Primary Care Physicians

2016	27
2017	23

	2017	2018	2019	2020	2021	2022	2023
Comprehensive Care Physicians' Safe Service Capacity	42,168	40,658	43,456	37,723	43,328	40,285	41,635
Comprehensive Care Physicians' At-Risk Service Capacity	16,824	16,385	11,638	15,422	7,868	9,520	7,632
Non-Comprehensive Care Physicians' Service Capacity	3,512						
Total Service Capacity	62,504	60,555	58,606	56,657	54,708	53,317	52,779

Toronto Region Primary Care Workforce Planning Toolkit

Technical Notes – Neighbourhood & Subregion Packages

Project Description

The Toronto Region Primary Care Workforce Planning Toolkit is a fit-for-purpose toolkit to support integrated primary care workforce planning in the Toronto Region. The toolkit is the result of a collaboration between the Health Analytics team at Ontario Health Toronto and consultants from the Canadian Health Workforce Network. A partnership with the City of Toronto, as well as extensive consultation with stakeholders, decision-makers, leaders, and frontline workers in Toronto, informed the development of the toolkit.

The toolkit provides a body of evidence around the current (and projected future) states of population health needs and primary care service provision at a neighbourhood level within the City of Toronto. The goal of the toolkit is to support evidence-based decision-making, particularly with regards to deployment of the primary care workforce and other health system resources. The toolkit looks at population needs and workforce capacity at the neighbourhood, sub-region, and whole city levels. It takes into account variations in population needs, workforce service capacity, and existing assets, and also addresses challenges specific to Toronto, such as patient mobility, anticipated rapid population growth, and physician retirement.

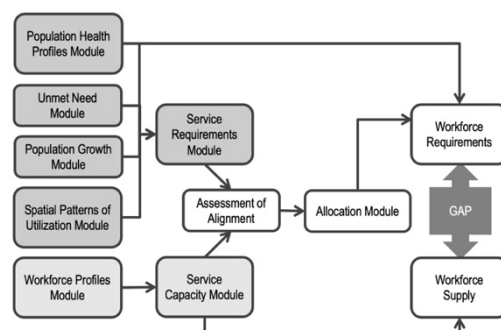
Methodology

The toolkit is composed of a series of modules that assemble information about primary care in the City of Toronto:

- The **Population Health Profiles Module** captures characteristics of the population that impact the need for primary care services.
- The **Population Growth Module** captures neighbourhood-level population growth projections generated by the City of Toronto, allowing us to adjust service requirements to account for anticipated population growth.
- The **Spatial Patterns of Utilization Module** captures a snapshot of primary care utilization patterns and allows us to adjust service requirements to account for patients' care-seeking behaviours.
- The **Unmet Need Module** captures information related to neighbourhood-level unmet healthcare need, which can contribute to an adjustment of service requirements.
- The **Service Requirements Module** estimates primary care service requirements using the CIHI Population Grouping Methodology.
- The **Workforce Profiles Module** captures information about the primary care workforce – including physicians and chiropodists, dieticians, midwives, nurse practitioners, optometrists, occupational therapists, pharmacists, psychologists, physiotherapists, registered nurses, registered practical nurses, respiratory therapists, and speech-language pathologists – practicing in each neighbourhood.
- The **Service Capacity Module** estimates the capacity of the workforce to provide primary care services.

Outputs from these modules are synthesized and summarized in the three static dashboards – Neighbourhood Profiles, Service Requirements, and Service Capacity – that are included in the neighbourhood and subregion packages.

This information is a starting point for local stakeholders wishing to better understand the primary care landscape in their communities. Interpretation of these outputs should consider the local context (factors related to both the community and the local workforce). Engagement and consultation with local stakeholders and frontline healthcare providers are essential parts of the planning process.



Definitions

Sub-Regions: Smaller geographic planning regions within Ontario Regions, developed to help better understand and address patient and population needs at the local level. There are 5 central and 6 peripheral sub-regions in the City of Toronto. One sub-region overlaps with a neighbouring Region and only the part of this sub-region located in Toronto has been included in these analyses. More information about sub-regions is available at <http://www.torontocentrallhin.on.ca/forhsps/subregions.aspx>.

Neighbourhoods: The 140 City of Toronto neighbourhoods were built by the Social Development, Finance & Administration department at the City of Toronto using Statistics Canada Census Tracts. More information about neighbourhoods is available at <https://www.toronto.ca/city-government/data-research-maps/neighbourhoods-communities/neighbourhood-profiles/>.

Comprehensive care physician: Primary care physicians who provide comprehensive care according to the algorithm developed at ICES (<https://www.cmajopen.ca/content/5/4/E856>).

Non-comprehensive care physician: Primary care physicians who practice less than 44 days per year or who otherwise do not meet the criteria to be characterized as providing comprehensive primary care according to the algorithm developed at ICES (<https://www.cmajopen.ca/content/5/4/E856>).

Individual-level Service Requirements: Predicted number of visits to a primary care physician based on clinical and demographic profiles generated by the CIHI Population Grouping Methodology (https://www.cihi.ca/sites/default/files/document/infosheet_popgroupmethod_en_web_0.pdf).

Neighbourhood-level Service Requirements: Neighbourhood-level service requirements are a function of the number of visits to a primary care physician required by neighbourhood residents and by residents of other neighbourhoods in the City, adjusted for spatial patterns of utilization, along with the number of visits required by patients from outside the City of Toronto and an estimate of unmet need.

Total Service Capacity: Neighbourhood-level service capacity is a function of the estimated number of visits provided by comprehensive care physicians who are not expected to exit the workforce, plus the estimated number of visits provided by comprehensive care physicians who are considered to be at risk of retirement, plus the estimated number of visits provided by non-comprehensive care physicians.

Physician Service Capacity: Physician service capacity is estimated on an individual level (based on the total number of visits provided in 2017 (from IPDB)) with adjustment for age-based changes in workload (from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6516703/>) and aggregated to the neighbourhood level.

At-risk Service Capacity: Visits associated with physicians whose age-based risk of retirement is at least 20%.

Allied Health Provider: Allied health providers include Chiropractors, Dietitians, Midwives, Nurse Practitioners, Optometrists, Occupational Therapists, Pharmacists, Psychologists, Physiotherapists, Registered Nurses, Registered Practical Nurses, Respiratory Therapists, and Speech-Language Pathologists.

Primary Care Activities: Activities relating directly to primary care include General Service Provision, Continuing Care, Comprehensive Primary Care, Chronic Disease Prevention and Management, Public Health, Mental Health and Addiction, Primary Maternity Care, Geriatric Care, Infectious Disease Prevention and Control, and Palliative Care.

Average Weekly Hours Available: The average weekly hours of direct professional services in activities identified as relating directly to primary care, estimated based on past hours worked. Note that this estimate represents normal hours of service that the workforce undertook, not "potential" or "extra" available hours. These are descriptive estimates, not projections, and may not represent future workforce service capacity.

Sources of Data

- **Population Health Profiles:** Ontario Community Health Profiles Partnership (OCHPP)
- **Ontario Marginalization Index:** OCHPP
- **Population Growth:** City of Toronto Planning Department
- **Unmet Need:** OCHPP
- **Spatial Patterns of Utilization:** Utilization Matrix generated using data from ICES through an AHRQ request
- **Service Requirements:** CIHI Population Grouping Methodology outputs provided by the Ontario Ministry of Health
- **Primary Care Workforce Profile & Service Capacity (Physicians):** ICES Physician Database (IPDB) accessed through OCHPP
- **Primary Care Workforce Profile & Service Capacity (Other Health Professionals):** Health Professions Database (HPDB) outputs provided by the Ontario Ministry of Health

Assumptions

Service requirements are estimated assuming a Medium population growth scenario and a 10-year horizon.

We assume linear residential development and population growth between the base year and the horizon year.

In our baseline scenario, we assume that new residents of a neighbourhood will have a similar profile and service requirements to those currently residing within the neighbourhood.

We adjust for population mobility using a snapshot of spatial patterns of utilization observed in FY 2017/18.

We assume that providers' age-based changes in workload and retirement probabilities will be consistent with those observed in comprehensive primary care physicians practicing in Ontario between 1992 and 2013 (from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6516703/>).

Limitations

Neighbourhood geographies are not specifically designed for primary care health workforce planning.

Some neighbourhoods are split between subregions. In these cases, neighbourhoods have been assigned to a single subregion as follows:

Neighbourhood Name (Number)	Split Between Sub-Regions	Assigned To
Kingsview Village-The Westway (6)	North Etobicoke Malton West Woodbridge & North York West	North Etobicoke Malton West Woodbridge
Willowridge-Martingrove-Richview (7)	North Etobicoke Malton West Woodbridge & North York West	North Etobicoke Malton West Woodbridge
Islington-City Centre West (14)	South Etobicoke & West Toronto	South Etobicoke
Victoria Village (43)	North York Central & East Toronto	East Toronto
Leaside-Bennington (56)	North Toronto & Mid-East Toronto	North Toronto
South Riverdale (70)	Mid-East Toronto & East Toronto	East Toronto
Waterfront Communities-The Island (77)	Mid-West Toronto & Mid-East Toronto	Mid-East Toronto
Yonge-St.Clair (97)	Mid-West Toronto & North Toronto	North Toronto
Clairlea-Birchmount (120)	East Toronto & Scarborough South	East Toronto
Birchcliffe-Cliffside (122)	East Toronto & Scarborough South	East Toronto

Sub-Region boundaries do not equate to Ontario Health Team (OHT) boundaries, but are used as a proxy to show the approximate catchment area served by OHTs.

Unmet need is currently not accounted for in the estimate of Service Requirements. A process to define quantitative estimates of unmet need through engagement with local stakeholders is in development for operationalization during the next phase of planning.

Estimates of service capacity for physicians are in *visits*, while estimates of service capacity for allied health providers are in *hours per week*.

The information in the HPDB was provided on an "as-is" basis. The data were originally obtained by the Ministry of Health directly from health regulatory Colleges. The Ministry therefore cannot and does not warrant or represent that the information is accurate, complete, reliable or current.

Spatial patterns of utilization and the primary care workforce are not independent; there is an interaction and observed patterns can change over time. For more information about the neighbourhood- and sub-region-level spatial patterns of utilization methodology, results, and visualizations, please contact Ontario Health Toronto.

Due to the data lags associated with the use of administrative data for planning, the most recent year of data input into this planning exercise is for FY 2018/19 and trends that have since emerged are not reflected in our analysis.

Our workforce model projects forward current capacity available within the system and does not model the impact of entry of new health care providers into the workforce. The neighbourhood-level gaps between service capacity and service requirements illustrated in our outputs can be used to identify neighbourhoods where additional resources are required to meet primary care needs.

Abbreviations

ACSC – Ambulatory Care Sensitive Condition
AHRQ – Applied Health Research Question
CIHI – Canadian Institute for Health Information
COPD – Chronic Obstructive Pulmonary Disease
ED – Emergency Department
FY – Fiscal Year
NP – Nurse Practitioner
OCHPP – Ontario Community Health Profiles Partnership
OHT – Ontario Health Teams
OT – Occupational Therapist
PEM – Patient Enrolment Model
PT – Physiotherapist
RN – Registered Nurse
RPN – Registered Practical Nurse
RT – Respiratory Therapist
SLP – Speech & Language Pathologist

Contact

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V1 May 2022