

1. Introduction and Background ---

In the spring of 2007, it was decided by Senior Management Committee that the Leeds, Grenville and Lanark District Health Unit (LGLDHU) would take a broad look at the office location from which we serve the northern part of Lanark County. This was precipitated by inadequacies identified at our current location at Almonte General Hospital. In particular, it was decided that, if an office relocation was to occur, with all of the attendant costs and disruptions, a move to outside of Almonte should be considered since it was felt that a large a growing client base was developing in the Carleton Place/Beckwith area. While HU staff were in the process of collecting data to support a decision as to the best location for an office in northern Lanark County, the Board of Health made a decision that the HU would replace the current rented location in Smiths Falls, from which we serve southern Lanark County and northern Leeds and Grenville County, with a new facility. Thus, the data collection process was expanded to support a decision as to the best locations for all of the offices currently located in Lanark County.

The goal of this report is to provide the Board of Health with as much information as possible to inform their decision making process as to the best location(s) for Health Unit facilities in Lanark County. The nature of the information collected was directed by the criteria determined by the Board of Health to be those that would guide its decision-making around the location of the facilities. These are:

1. Start up costs of building/land/design
2. Ongoing costs of operating the facility
3. Efficiency of client service delivery (staff going out into the community)
4. Health and safety for clients and staff
5. Increased room for growth and expansion
6. Greater accessibility for clients and partners

2. Data Collection Methods ---

A variety of data has been collected by staff to provide information for the decision-making criteria 2 through 6. A data collection plan, outlining key indicators and data collection methods was developed and approved by the Board of Health at its meeting in September. A summary of the data collection plan is provided on the following page of this report. Key demographic indicators and community service delivery sites were also summarized for the report.

Limitations: The data in this report is meant to provide a demographic description of Lanark County and an overview of the programs and services that are provided by Health Unit staff. Due to limitations with the data and data collection process, it does not have any value to predict staff service delivery patterns and/or client access patterns.

A certain period time was selected to collect various client data. The data is only representative of that time period and cannot necessarily be used to predict future patterns of client access. Due to time constraints, data on walk-in clients was collected for a period of 5.5 weeks in Smiths Falls, and 16.5 weeks in Almonte, ending in both offices in early October. There may be some seasonal variations in the type of walk-in clients, as certain programs and services peak in different seasons, e.g. ticks being brought in for testing and physicians picking up influenza vaccine in the fall.

Due to significant limitations in the availability of electronic Health Unit information systems, it was necessary to have staff conduct manual audits of client charts/records and service delivery patterns by municipality. This process was time consuming and many gaps in the availability of data were highlighted. Because so many staff were involved, there were challenges in completeness and consistency of data collection and comparability between various indicators.

Data Collection Methods

Decision-Making Criteria	Decision Making Criteria and Indicators	Data Sources and Collection Methods
Health and safety for clients and staff	# of health and safety concerns in current office locations Healthy working environment, re: air flow, mould-free, ventilation systems	Incident reports, health and safety violations Consultations with office staff to determine issues for consideration
Accessibility for clients and partners	Walk-in clients: type of services accessed, municipality of residence	Tracking of office walk-in clients, type of service accessed, and municipality of residence. Conducted in Almonte and Smiths Falls offices.
	Sexual health clinic and immunization clinics: # of sexual health clinic clients and municipality of residence	Retrospective chart audit of sexual health records from April 1, 2006 to March 31, 2007, for clinics in Almonte, Carleton Place High School, Smiths Falls office and Perth clinic.
	Prenatal class clients: # of prenatal class clients and municipality of residence	Retrospective record audit of prenatal class clients in Almonte, Carleton Place, Smiths Falls and Perth and municipality of residence from April 1, 2006 to March 31, 2007.
	Baby talk clients: # and municipality of residence	Retrospective record audit of prenatal class clients in Almonte, Carleton Place, Smiths Falls and Perth and municipality of residence from April 1, 2006 to March 31, 2007.
	Dental clinic clients: # and municipality of residence	Retrospective record audit of Smiths Falls clients and municipality of residence from April 1, 2006 to March 31, 2007.
Efficiency of service delivery to clients	Type of services delivered, municipality where services delivered, # kilometres driven to deliver these services. Time spent in municipalities	Retrospective service analysis, from April 1, 2006 to March 31, 2007. Conducted by staff in the Almonte office and all staff in Smiths Falls (excluding program assistants and health protection staff). CISS data analyzed for Health Protection staff, to determine time spent in municipalities, by programs and activities.

3. Demographic Description of Lanark County _____

Lanark County is a rural area of 2,979 square kilometres, with a population density of 21.4 per square kilometre. The County is comprised of 9 municipalities (see map on page 4), as follows:

- Township of Beckwith
- Town of Carleton Place
- Township of Drummond/North Elmsley
- Lanark Highlands
- Town of Mississippi Mills
- Township of Montague
- Town of Perth
- Town of Smiths Falls
- Township of Tay Valley

Also shown on the map are the municipal areas in the United Counties of Leeds and Grenville, also serviced by the LGLDHU. Several of these municipalities in the northern part of Leeds and Grenville border Lanark County and are served by Health Unit offices located in Lanark, including:

- Rideau Lakes
- Village of Westport
- Township of Elizabethtown Kitley (Kitley)
- Township of the Village of Merrickville and Wolford
- North Grenville

Census statistics for municipalities in Lanark County have been compiled and a data table and figures can be found in Appendix 1¹. A summary of key indicators has been provided on the following pages of this report.

Total population: According to the 2006 Census, the total population of Lanark County was 63,785 people, representing a 2.1% population growth since the 2001 Census. Figure 1 illustrates that in 2006, Mississippi Mills had the highest population in Lanark County (11,734 people), followed by Carleton Place (9,453) and Smiths Falls (8,777).

Population Growth: Figure 2 illustrates that between 2001 and 2006, the population has increased in Carleton Place by 4.1% and Mississippi Mills (formerly Almonte) by 0.7%, while the population of Smiths Falls and Perth decreased by 4.0% and 1.6% respectively. The largest population growth occurred in the rural areas of Lanark Highlands (8.0%) and Drummond North Elmsley (6.7%). Figures illustrating population change for Lanark, Leeds and Grenville are found in Appendix 1.

¹ Community Profiles – Statistics Canada. www.statcan.ca

Map of Lanark, Leeds and Grenville

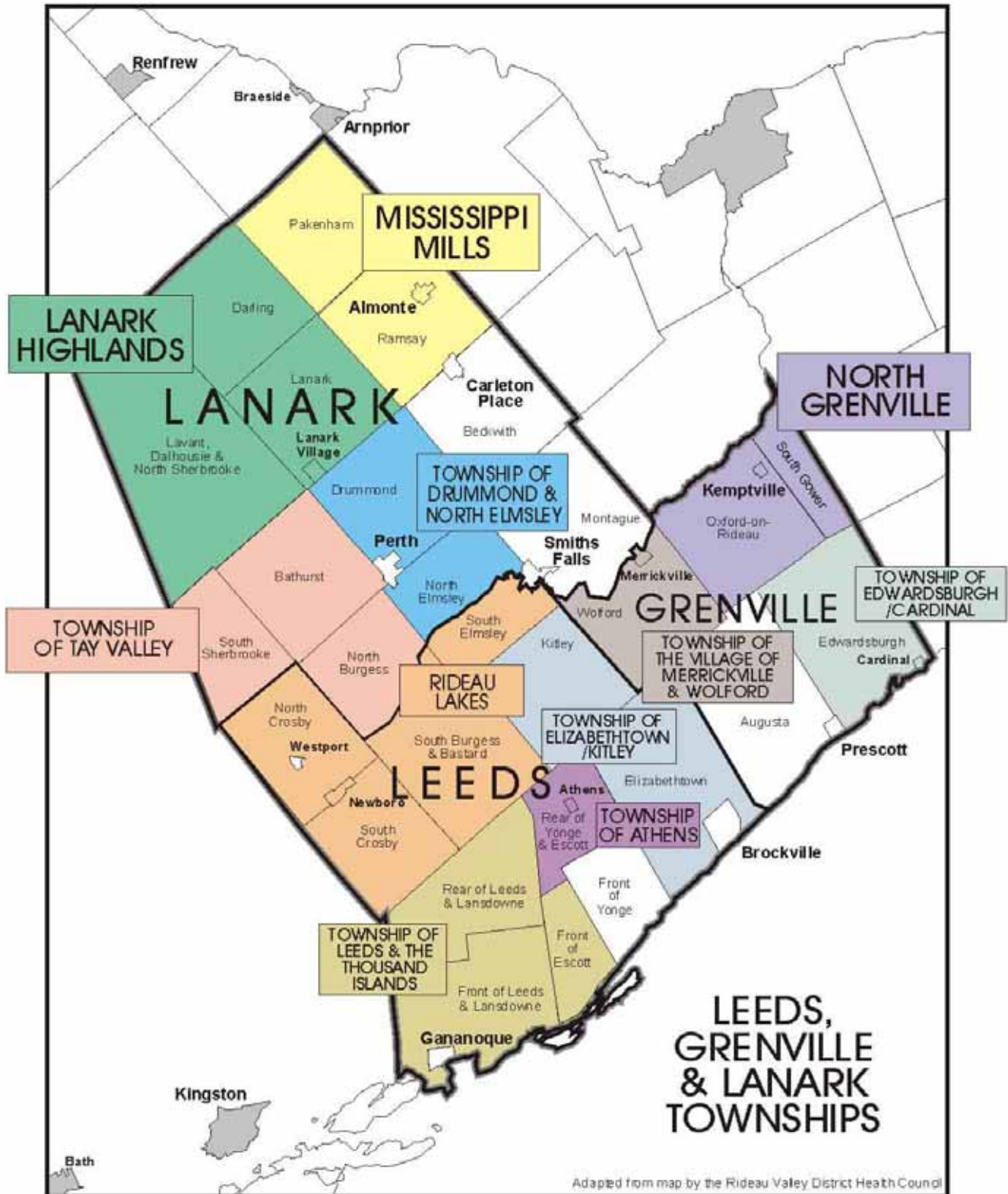


Figure 1

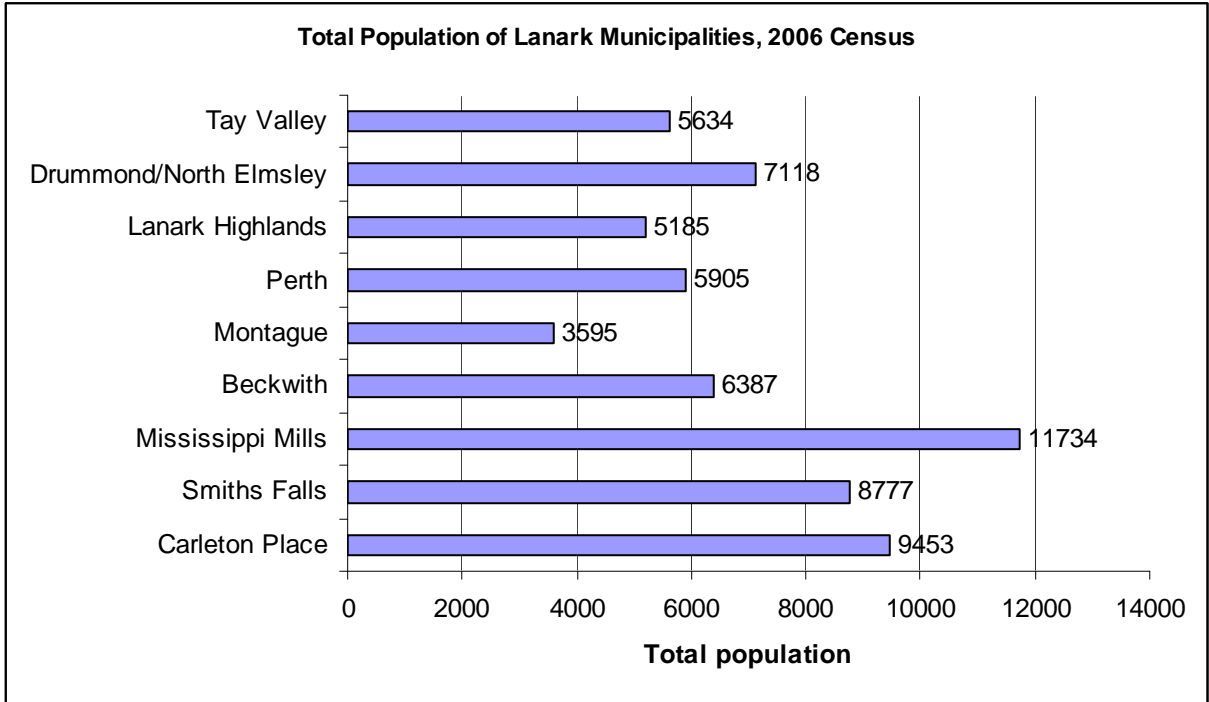
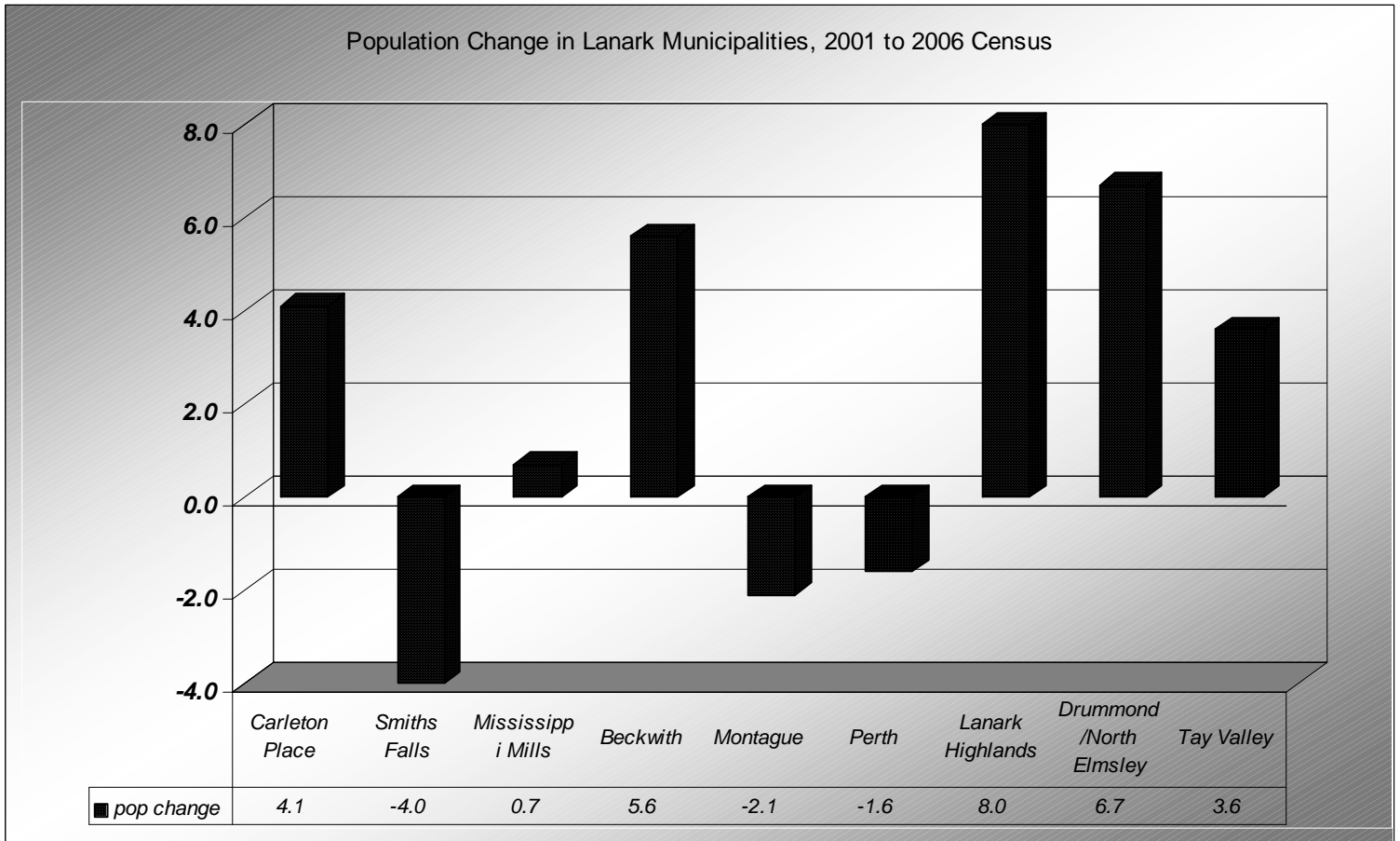


Figure 2



Median Household Income: Figure 3 shows the median household incomes in 2001 for Carleton Place, Perth and Mississippi Mills ranged from \$50,204 in Carleton Place to \$60,499 in Mississippi Mills. These income levels were 28.8% to 55.2% higher than that of Smiths Falls (\$38,974), which had the lowest median household income (Appendix 1). (Income data from the 2006 Census was unavailable at the time of this report.

Post-secondary Education Levels: Figure 4 illustrates the percentage of the adult population aged 20-64 years who have completed a trade, college or university certificate, diploma or degree. As shown, the township of Montague and the town of Smiths Falls had the lowest proportion of adults with post-secondary education, at 40.9% and 43.8% respectively. The township of Beckwith and the town of Mississippi Mills had the highest proportion, with 55.8% and 55.9% respectively.

Lone Parent Families: Figure 5 shows the percentage of families that are lone parent (includes both lone parent male and female families). The greatest proportion of lone parent families is found in the more urban areas of Smiths Falls (20.1%), Carleton Place (18.3%) and Perth (18.2%). The rural areas of Tay Valley (7.0%) and Beckwith (9.1) had the lowest proportion of lone parent families.

Figure 3

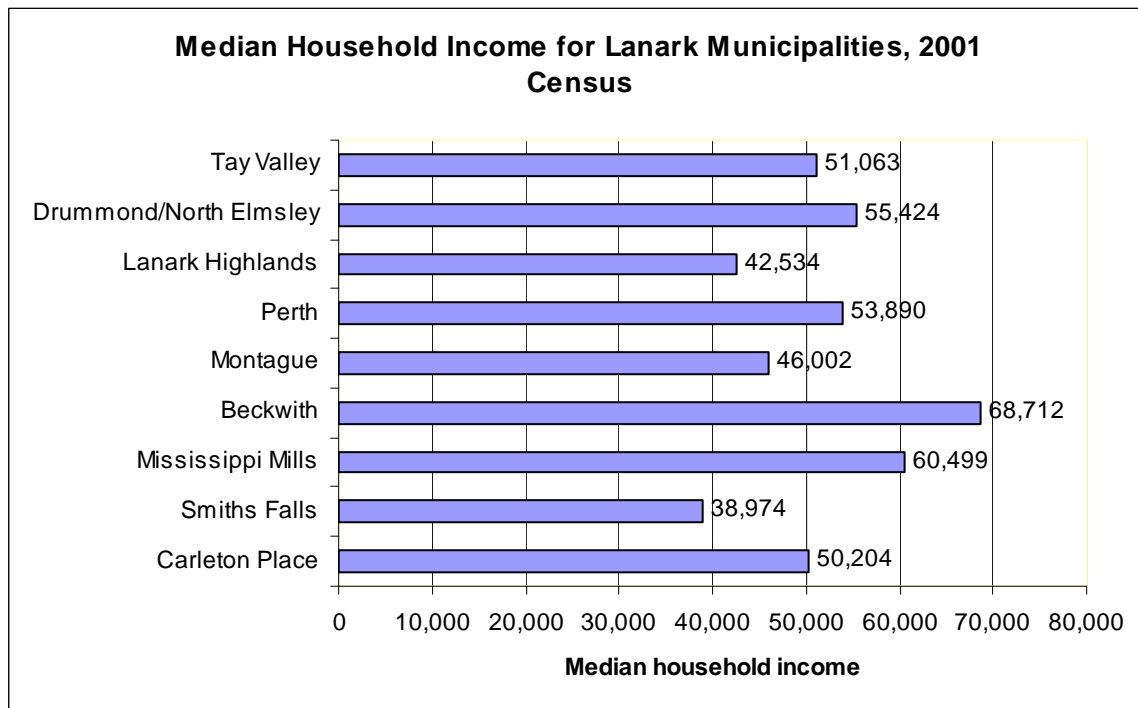


Figure 4

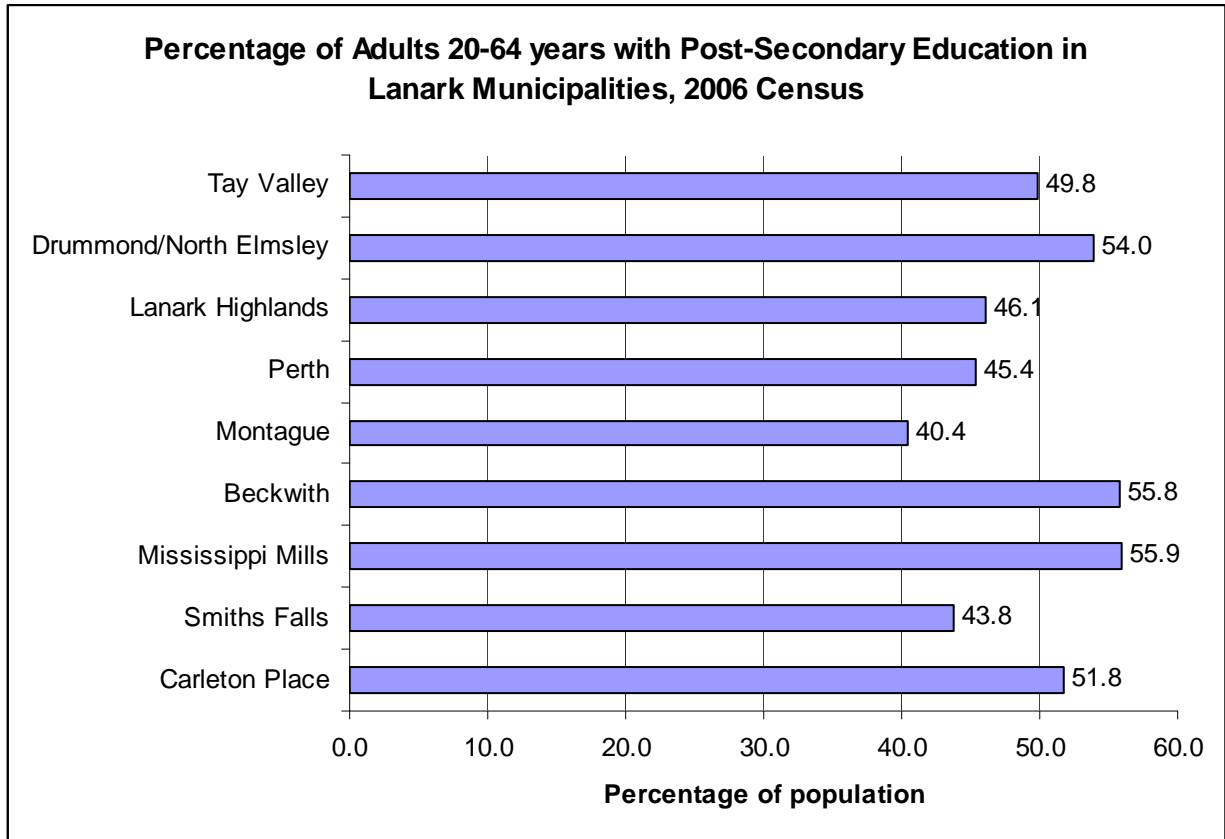
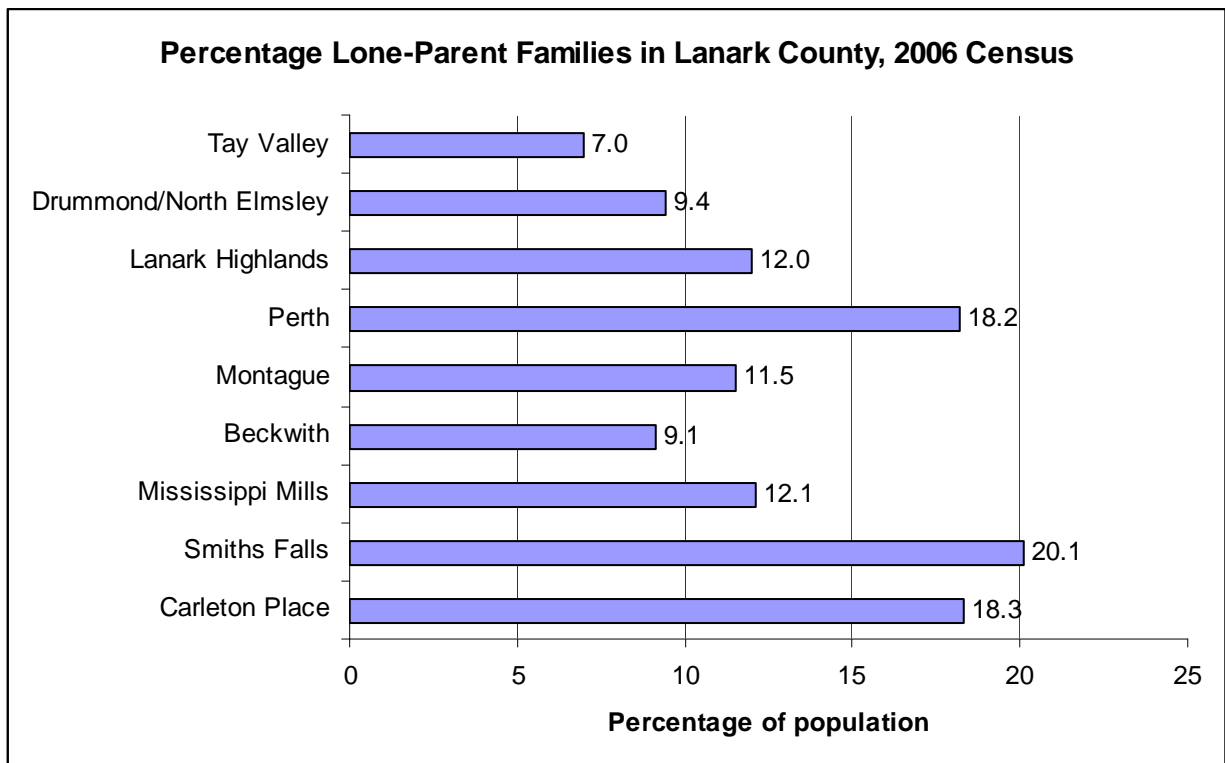


Figure 5



Location of Service Delivery Sites: Senior Management identified numerous indicators as being important to locate and map by municipality in Lanark County, as these are the primary sites in the community where staff deliver programs. A list of these sites was sent to a private GIS company in Perth. The list was as follows:

- Educational Institutions: public schools, private schools, post-secondary institutions
- Health-Related Institutions: hospitals, community health centres and physician's offices, long-term care facilities, group homes
- Commercial: fixed premises by type, undeveloped lots (commercial and residential), abandoned waste disposal sites, small drinking water systems, major industries and other workplaces, tobacco retailers and locations of large annual public events

Unfortunately, the geographical locations of the majority of these service delivery sites could not be provided, due to the unavailability of data. Instead, a summary and map of various Early Years sites that provide service to the 0-6 year old population was provided, as taken from a Beststart study conducted by Lanark County. It was recognized by the provider that the list of sites may not be complete.

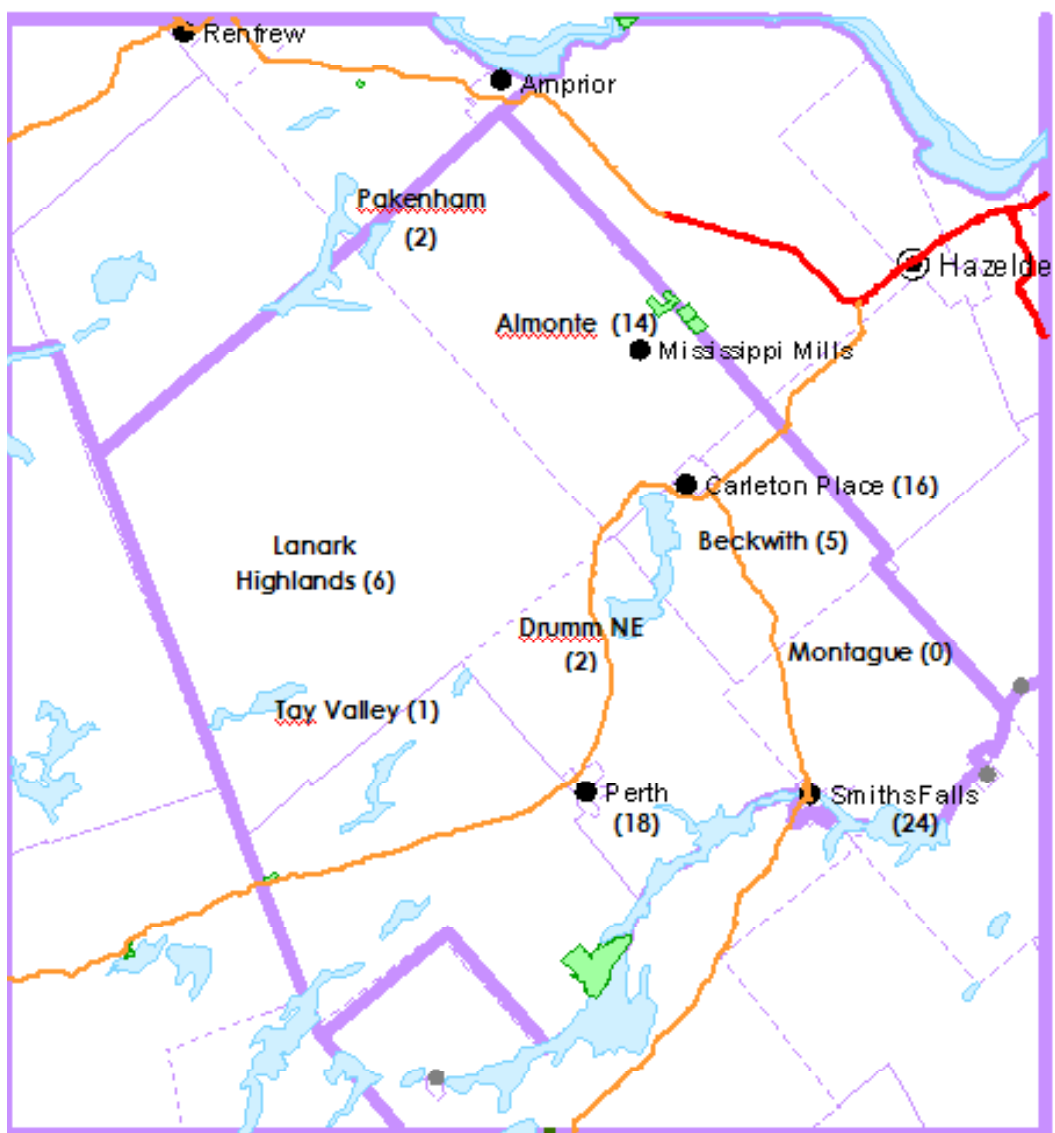
The sites that have been included are as follows (the numbers in brackets represent the total number of sites in Lanark County):

- Hospitals (4 sites)
- Learning Centres (11 sites)
- Libraries (7 sites)
- Salvation Army (1 site)
- Schools (26 sites)
- Youth Centres (1 site)
- Churches (7 sites)
- Child Care Centres (26 sites)
- Other (5 sites)

As illustrated by the map (figure 6) on the following page, Smiths Falls has the greatest number of Early Years sites (24), followed by Perth (18) and Carleton Place (16). Rural areas, such as Montague, Tay Valley and Drummond North Elmsley have very few, if any, Early Years Sites.

Appendix 2 contains maps illustrating the location of each of these sites within the specific towns in Lanark County, as obtained from the GIS company in Perth.

Figure 6: Early Years Sites in Lanark County

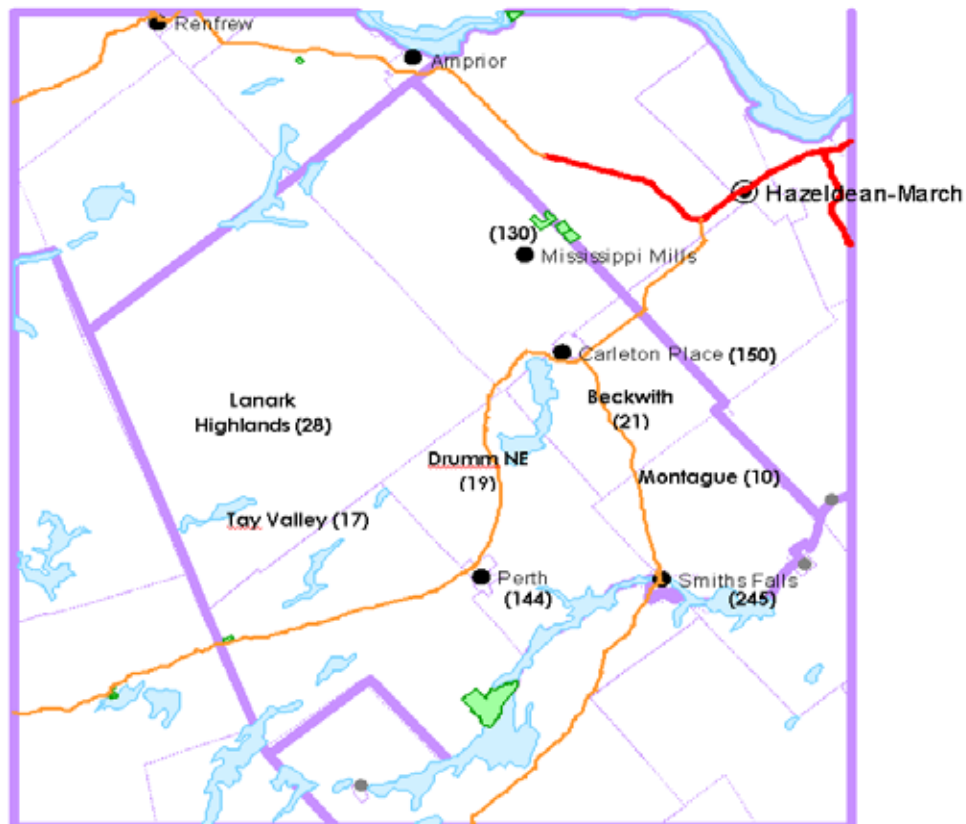


The Health Unit maintains inventories of the locations of some service delivery sites. The following table shows the number of establishments, workplaces and tobacco vendors in Lanark County and the northern part of Leeds Grenville County. The number of establishments was taken from the CISS database, and includes all premises in which Public Health Inspectors conduct inspections (i.e. restaurants, bars, arenas, schools with a cafeteria, public swimming pools, day nurseries, and hospitals). The tobacco vendors and workplaces were taken from the Tobacco Inspection Data Collection Tool (TIDCT). The workplaces in the database include only those that have been inspected by the Tobacco Enforcement Officer to date and do not represent a complete number of workplaces in Lanark. There may be overlap between the number of establishments and the workplaces Early Years sites. However, the data is presented to provide an overall picture of the distribution of service delivery sites throughout the County.

Table 1: Tobacco Vendors, Workplaces and Establishments in Lanark County and Northern Leeds and Grenville

Lanark County	Tobacco Vendors	Workplaces	Establishments	Total
Beckwith	2	4	15	21
Carleton Place	16	60	74	150
Drummond North Elmsley	1	1	17	19
Lanark Highlands	8	6	14	28
Mississippi Mills	11	36	83	130
Montague	0	0	10	10
Perth	19	79	46	144
Smiths Falls	26	135	84	245
Tay Valley	2	0	15	17
Total	85	321	358	764
Leeds Grenville County				
Athens	7	16	30	53
Elizabethtown Kitley	7	25	51	83
Merrickville Wolford	4	24	42	70
North Grenville	20	63	108	191
Rideau Lakes	15	41	26	72
Westport	5	0	43	5
Total	58	169	247	474

Figure 7: Map of Establishments, Workplaces and Tobacco Vendors in Lanark County



4. Description of Health Unit Offices and Services in Lanark County

The Health Unit currently rents space in 3 locations in Lanark County, in order to house staff and/or offer programs and services. There are offices in Smiths Falls and Almonte, and space is rented in Perth for clinics. The table below show the details of these locations.

Table 2: Resource Summary of Lanark Office Locations

Location	Address	Square Footage	Total Budget	Cost per Square Foot	# Staff
Almonte	79 Spring St. Unit # 3	1,178	\$11,300	\$9.59	9
Perth	1 Sherbrooke E. Suite 160	600	\$5,616	\$9.36	0 (clinic only)
Smiths Falls	52 Abbott St. N. Unit #2	7,274 (1)	\$52,800	\$8.75	38

(1) Includes Preschool Speech and Language 754 square feet

Family Health Department Programs and Services:

Smiths Falls Office: The Smiths Falls office serves Perth, southern half of Lanark County and north Leeds. Five Public Health Nurse positions are filled currently by 6 Public Health Nurses (PHNs) (1 job share position). One of these positions is funded by HBHC and one is a team leader position. There is a total of 2.5 FTE of clerical support, including 1 FTE for reception, 1 FTE for the secretary to the Director, supporting all Family Health staff and 0.5 Healthy Baby Healthy Children program assistant positions. The staff in Smiths Falls serves a catchment area that includes Perth, Maberly and Lanark (see Appendix 3).

Programs that are offered out of the Smiths Falls office include:

- **Baby Talk:** Mothers, fathers and babies are invited to attend Baby Talk. Parents may drop in, have their baby weighed and access information on a variety of topics. Time will be provided for meeting with a Public Health Nurse individually as needed. Baby Talk is offered every Wed afternoon in Smiths Falls, every Tuesday morning in Perth.
- **Good Food for a Healthy Baby:** In partnership with Connections, the program is a free drop-in for pregnant women and their partners. They learn about healthy eating for pregnancy and breastfeeding. Moms prepare a meal or snack together, and go home with food vouchers as well as prenatal vitamins if needed. They continue attending the program until their baby is 3 months old. Information is shared about breastfeeding, children's safety, and how to access different community programs. Good Food (GF) for a Healthy Baby is currently running in Smiths Falls and Perth. A health unit dietitian is present every second week in Smiths Falls only, alternating between the two groups.

- **Postpartum Depression support group:** Is available in Carleton Place for women in Smiths Falls and Perth, transportation, snacks and childcare are provided. The group is facilitated by PHN from the Almonte office and a community partner from Lanark County Mental Health.
- **48-hour phone call and postpartum home visit** are funded by HBHC. See office area coverage for where client service is delivered (Appendix 3).
- **Breast feeding support:** if more home visits are required than the one funded by HBHC they are still provided but funded by PH (this is a grey area depending on client and level of risk)
- **Breast Pump Loans:** may be available for families who meet specific criteria, see CH V- 105.
- **Lactation Consultant services:** may be available for families who meet specific criteria and if one is available.
- **Prenatal Classes:** The Health Unit offers prenatal classes with up to date information regarding your pregnancy, birth and infant care. A Public Health Nurse runs the classes where videos, activities and interactive discussions are used to help you have a healthy pregnancy. Seven classes (or two consecutive Saturdays) cover a variety of topics from prenatal nutrition to labour management. Couples meet other expecting couples in their community and learn about their pregnancy. There is a fee of \$40.00 that covers all handouts. Payment options are available for those who may have difficulty paying this amount. Offered in **Smiths Falls and Perth** and occasionally to teens and other high-risk moms at GFHB based on client need.
- **Car seat checks/education:** weekly appointment times available in Smiths Falls office. Spring and fall car seat clinics done with partner agencies in Perth.
- **Healthy Babies Healthy Children:** is a free program in Ontario. It is for pregnant moms, and their partners, and families with young children up to the age of six. Public Health Nurses and Family Home Visitors answer questions and connect families with community programs and resources. Public health nurses phone call every new mother within 48 hours of discharge, complete an assessment and offer a postpartum home visit. Families, where there is risk of children not meeting their growth and development milestones, are referred to the at-risk home visiting program, which provides ongoing support by a PHN and FHV. This program is offered out of both the Smiths Falls and Almonte location.
- **The Language Express PSL System:** The Health Unit is the sponsor agency for The Language Express© Preschool Speech-Language (PSL) Service System. This is a system of service providers rendering early identification, direct assessment / treatment speech-language services, transition to school supports, and educational opportunities to families and community agencies of preschool children (birth to age 5), in Lanark, Leeds and Grenville Counties. These services are provided through pre-existing Partner Agencies, and through enhanced service providers (funding through the health unit), made available through money from the Ministry of Children and Youth Services. The main office for the Language Express is adjacent to the Smiths Falls office in the same building. The staff housed in this office is comprised of 1 FTE coordinator(shared by two people in a job share position),1.8 FTE program assistants. 1 program assistant position is responsible for the referral intake line and the other 0.8 FTE position provides clerical support to the PSL system. In addition the Language Express office is used for provision of preschool speech client service and infant hearing screening.

Almonte Office: For the Family Health Department, the Almonte office serves Carleton Place, and the northern half of Lanark County. Three Public Health Nurse positions are filled currently by 5 PHN (2 job share positions) One of these positions is funded by

HBHC. There is 1 FTE office assistant position in the Almonte office. The Almonte office serves a catchment area that includes Carleton Place, Pakenham and all the way to White Lake.

Similar programs and services are provided in the Almonte office, as compared to the Smiths Falls office. Dates and times vary, as follows:

- **Baby Talk:** Held every second Wednesday in Carleton Place, alternating with every second Thursday in Almonte.
- **Good Food for a Healthy Baby:** Good Food for a Healthy Baby is currently running in Carleton Place. A PHN is present every week and a health unit Dietitian is present every second week
- **Postpartum Depression support group:** is available in Carleton Place and facilitated by PHN from the Almonte office and a community partner from Lanark County Mental Health.
- **48-hour** phone call and postpartum home visit are funded by HBHC. See office area coverage for where client service is delivered.
- **Prenatal Classes:** The Health Unit offers prenatal classes in Almonte and Carleton Place and occasionally to teens and other high-risk moms at GFHB based on client need.
- **Car seat checks/education:** firefighters at Ocean Wave fire department, trained by PHN's conduct car seat checks upon request if time available. Spring and fall car seat clinics done with partner agencies in Carleton Place.

Health Promotion Department Programs & Services:

Health Promotion Department staff are located in the Smiths Falls office (8 staff) and the Almonte office (1 staff). There is 1 PHN in the Almonte office and 5 PHNs, 1 Dental Hygienist, 1 Tobacco Enforcement Officer and 1 Program Assistant in the Smiths Falls office.

Health Promotion Department programs and services are delivered at these office locations and throughout Lanark in schools, workplaces, and the community-at-large. The following are the types of programs and services provided:

Tobacco Program

- Enforce the Smoke-Free Ontario Act
- Promote peer-led initiatives (e.g. Raize the Truth)
- Provide information on prevention of tobacco use
- Promote smoking cessation contest and support services
- Provide information on the dangers of second-hand smoke
- Consult workplaces on smoke-free policy development

Physical Activity

- Promote and support the development of trails and walking groups
- Promote physical activity initiatives (e.g. Pause to Play)
- Promote Quality Daily Physical Education in the schools
- Promote physical activity as part of workplace health
- Provide information on physical activity to the general public

Nutrition

- Provide education and resources on nutrition topics to students
- Promote healthy eating and healthy weights in workplaces
- Provide information on healthy eating and healthy weights to the community
- Promote greater awareness of food security issues
- Conduct annual nutritious food basket survey
- Provide presentations to the general public on various nutrition topics
- Develop and distribute nutrition resources
- Conduct campaigns on various nutrition topics
- Promote healthy eating policy development in schools and workplaces

Tri-Health Team

- Promote and coordinate the Eat Smart! restaurant and cafeteria programs
- Promote tri-county trails
- Promote workplace wellness
- Support various community projects

Cancer Prevention

- Provide information on the prevention and early detection of breast, skin, cervical, testicular and colorectal cancers
- Conduct cancer presentations to community groups
- Promote the Ontario Breast Screening Program (OBSP)
- Promote breast self-examination (BSE)
- Promote sun safety to schools, workplaces and community
- Conduct campaigns on various topics including breast cancer, cervical cancer, skin cancer/sun safety, colorectal cancer

Workplace Health

- Provide educational sessions and displays on various health topics
- Consult in the development of policy (i.e., tobacco, nutrition, physical activity)
- Provide information on various health-related topics

School Services

- Provide educational sessions to students
- Offer in-service education to teachers
- Provide learning resources for teachers

Injury and Substance Abuse Prevention

- Provide injury prevention education to students (e.g. Racing Against Drugs)
- Provide information and training on the use of bike helmets
- Participate in the Smiths Falls Safe Communities Coalitions
- Participate in the Smiths Falls FOCUS Coalition
- Provide information on substance use prevention and drinking and driving
- Provide education sessions to students (e.g. Safe Grad)
- Lobby for the development of municipal alcohol policy
- Liaise with community agencies (e.g. TRICAS, CAMH)

Dental Services

- Conduct dental screening of school-aged children
- Administer the Children in Need of Treatment (CINOT) program

- Provide preventive clinical services (e.g. fluoride varnish, sealants)
- Provide dental health education
- Provide assistance to youth and adults in need of dental treatment
- Monitor municipal fluoridation

Department of Clinical Services

Smiths Falls Office: The Smiths Falls office contains 4 PHNs, 1 RN, and 1 RPN, and 1.6 Program Assistants in Clinical Services. Clinical services offer a variety of programs and services in Smiths Falls, as follows:

Sexual Health STD/HIV/AIDS Program (2 PHNs)

- Sexual Health Clinics :
 - Wednesdays 1-6 pm and Thursdays 10:30-1:30
 - Provide 2nd nurse to Almonte for Clinic on Tuesdays 10:30-4pm
 - Provide PHN for Perth Sexual Health Clinic
- Sexual Health/Sexually Transmitted Disease (STD) Teaching: Upper Canada District School Board receives elementary teaching in 5 schools and high school (grade 9) on demand. Separate School Board receives teaching on demand.

Vaccine Preventable Disease Program (1 RN and 1 RPN (the PHNs in Sexual Health also do immunization))

- Immunization Clinics
 - Alternate Tuesdays 9:30- 12 noon
 - Provide staff for Perth (one Tuesday/month) 11:30-2:30
 - Routine and travel immunization
- School Immunization Clinics
 - Hepatitis B – all grade 7s in Lanark County -series of two “shots”
 - Meningitis C- all grade 7s in Lanark County – one shot
 - HVP vaccine- all grade 8 girls in Lanark County – series of “3 shots”
 - Assist with school immunization in Leeds and Grenville (large schools)
 - Verification of immunization for school entry: 1,500 records/year

Infection Control/Control of Infectious Diseases/Outbreak /TB (2 PHNs)

- Manage all Communicable Diseases (CDs) in Lanark County
- Consult with Health Care Providers re: treatment and management of Communicable Diseases
- Attend Infection Control (IC) meetings of all hospitals and Long-Term Care Hospitals (LTCHs)
- Consult re: outbreak management
- Provide training to IC staff of hospitals and LTCHS

Perth Office:

- Sexual Health Clinics: Mondays 10:30-2:30
- Immunization One Tuesday/month 11:30-2:30: Staffing from the Smiths Falls Office
- SH/STD teaching – 5 elementary schools for grades 5-8 and staffing from the Almonte Office

Almonte Office (1 PHN)

Sexual Health and STD/HIV/AIDS Program:

- Sexual Health Clinics:
 - Almonte Office Tuesdays 10:30-4pm (2nd PHN from S Falls)
 - CP High School – Thursdays 10:30-12:30 (students only)
- Sexual Health/STD teaching – grades 5-8 to 5 elementary schools in Carleton Place, 2 elementary schools on Almonte, 1 elementary school in Pakenham, 1 elementary school in Lanark Viillage, and 5 elementary schools in Perth.
- High school Teaching on demand to Carleton Place, Almonte, and Perth and Separate School Board on demand

VPD Program:

- Immunization Clinic: 2nd and 4th Thursdays (2nd nurse from S Falls)

Health Protection Department Programs and Services:

Health Protection Department staff are located centrally in the Smiths Falls office (8 PHIs, 1 manager and 2 support staff). Health Protection services are delivered either to walk in clients; inspection and investigation visits to establishments within municipalities/townships involving routine inspections and demand inspections; community groups; and attendance of municipal or township meetings on environmental health issues.

The following is an overview of the types of services provided:

Safe Water

- Adverse water sample follow up, investigation, resolution BWA or BWO
- Complaint re: municipal supply
- Complaint re: communal system
- Public beach summer water quality sampling program
- Respond to inquiries from owners of private water systems re: bacterial result interpretation and problem solving

Food Safety

- Inspection fixed premises and other, investigation of complaints
- Food Borne illness investigations
- Food recalls – visits to premises
- Food recalls – by telephone
- Food sampling, risk assessment
- Food handler education and certification
- General public education on safe food handling
- Routine water samples

Health Hazards

- Respond to 100% of complaints within 24 hours
- Health hazard risk assessment
- Ensure community sanitation
- Emergency response related

- Samples when required

Emergency Response

- Risk Assessments
- Table Top exercises
- Information, inspections when requested/required

WNV/Lyme Disease

- Monitoring, surveillance
- Sampling and testing

Communicable Disease/ Infection Control:

- Inspections of LTC facilities, hospitals and similar
- Inspection of personal service facilities
- Outbreak investigations

Rabies:

- Investigation of cat and dog bites including follow up
- PEP initiation if required
- Nuisance Animals with possible human health implications - testing
- Prevention initiatives

Vaccine Preventable:

- Inspections at physician offices and in certain institutions

General:

- General inquiries/consultations on environmental health matters
- Health promotion
- Health Education Planning and Development
- Health Education Presentations
- Advocacy and referral when required

Land Control:

- Applications to construct or demolish
- Request for inspection
- Searches and communications to partner municipalities
- Approvals:
- Severances
- Site Inspection
- Re-inspections
- Minor variances
- Zoning (townships, land division committees through the counties)
- Subdivisions
- Education Sewage 101

5. Data to Inform Decision Making Criteria _____

5.1 OPERATING COSTS

Accommodation

Table 3 shows a breakdown of the 2007 budget for each office in Lanark County.

Table 3: Operating Costs of Office Locations in Lanark County

Location	Total Budget	Rent	Equipment Maintenance	Housekeeping Supplies
Almonte	\$11,300	\$11,223	0	\$464
Perth	\$5,616	\$3,816	0	\$77
Smiths Falls	\$52,800	\$50,636	\$1,700	\$200
TOTAL	\$69,716	\$65,675	\$1,700	\$741

Projections on costs of accommodation can be made by consideration of 5 different options for office location in Lanark County. These 5 options would be:

1. Move Almonte and Smiths Falls staff Carleton Place (own)
2. Keep Almonte Office (rent), Keep Office in Smiths Falls (own)
3. Keep Almonte Office (rent), Move Smiths Falls to Perth (own)
4. Move Almonte to Carleton Place (rent), Keep Office in Smiths Falls (own)
5. Move Almonte to Carleton Place (rent), move Smiths Falls office to Perth (own)

Table 4 illustrates the projected operating costs for each of the 5 options. There were several assumptions made for this analysis, as follows:

- Municipal share of construction cost is paid up front from capital reserves.
- Mortgage amortized over 20 years at 7.5%
- Operating costs are \$5.45 per square foot.
- Almonte rental costs are only an estimate.
- Other rental rate is \$10 per square foot triple net.
- Cost of land is not included.

As shown in Table 4, option 2 (rent Almonte, own Smiths Falls) and option 3 (rent Almonte, move Smiths Falls to Perth), have the lowest cost implications, at a total cost of \$185,036. Option 1 (combine Almonte and Smiths Falls in Carleton Place) is in the middle at a total cost of \$186,149, followed by option 4 (move Almonte to Carleton Place and own Smiths Falls) and 5 (move Almonte to Carleton Place and move SF to Perth) at a cost of \$196,883.

Table 4: Projected Fixed and Operating Costs for 5 Options

Options	Land	Sq. Ft	Total Construction	75% Construction	Operating Costs		Total
					Mortgage	Lease	
Combine Almonte and SF in CP	150,000	12,000	1,680,000	1,260,000	120,749	65,400	186,149
Rent Almonte Own SF	150,000	2,000 10,700	1,498,000	1,123,500	107,668	19,055 58,315	19,055 165,983
							185,038
Rent Almonte Move SF to Perth	150,000	2,000 10,700	1,498,000	1,123,500	107,668	19,055 58,315	19,055 165,983
							185,038
Move Almonte to CP Own SF	150,000	2,000 10,700	1,498,000	1,123,500	107,668	20,000 58,315	30,900 165,983
							196,883
Move Almonte to CP Move SF to Perth	150,000	2,000 10,700	1,498,000	1,123,500	107,668	20,000 58,315	30,900 165,983
							196,883

Mileage

Nine staff in the Almonte office claim mileage. From January to June 2007, there was a total of 35,762 km claimed for a total cost of \$14,304.80. In the Smiths Falls office, a total of 39 staff claimed 181,595 km for a total cost of \$72,637.96. These totals were calculated from the monthly mileage expense forms that are submitted by staff. Since the location of travel is not entered into the spreadsheet, further breakdown of this data by location is not possible. A distance analysis was conducted using information from the retrospective service delivery logs, and an estimate of the cost savings for mileage and time has been included in the efficiency of staff service delivery section of this report.

5.2 HEALTH AND SAFETY FOR CLIENTS AND STAFF

As previously reported and discussed with Senior Management and the Board of Health, offices in Almonte and Smiths Falls have faced numerous significant health and safety concerns over the last several years. In fact, it was partly due to the reporting of these health and safety concerns that new office locations are being sought after.

For the purposes of the formal data collection process, monthly Health and Safety Committee Incident Reports were reviewed from January 2006 until August 2007. There were a total of 42 unsatisfactory findings in the Almonte office and 32 unsatisfactory findings in the Smiths Falls office.

Unsatisfactory findings in the **Almonte Office** included the following:

- Heating Ventilation and Air Conditioning (14 incidents)
- Heavy Front Door (14 incidents)
- Dirty Flooring (6 incidents)
- Office Equipment concerns/ergonomic assessment: 5 incidents
- Concerns with main washroom (3 incidents)

Unsatisfactory findings in the **Smiths Falls Office** included the following:

- Entrance way inside (11 incidents)
- Heating, ventilation and air conditioning (4 incidents)
- Entrance way outside (3 incidents): Slippery patches in parking lot
- Fire safety (3 incidents)
- Office Equipment (3 incidents)
- Miscellaneous concerns and cleanliness (7 incidents)

The health and safety issues noted above will be resolved when the Almonte and Smiths Falls offices move to new locations. It is anticipated that other health and safety issues will move to the forefront, including risks associated with travel to provide service delivery in the community, lifting of heavy equipment and falls. The Joint Health and Safety Committee will address these issues as per procedure.

5.3. ACCESSIBILITY FOR CLIENTS

These criteria examined what services the public is accessing in the Health Unit locations in Lanark County and where the clients who are accessing these services live. Data was collected on walk-in clients who come into the offices for information and clients who come to the office to attend groups and/or clinics. Because different data sources were used to track this information, there may be some double counting of the types of clients (e.g. clients who come in through the front desk for immunization clinics). The data has been compiled into charts for the purpose of the report, but more detail can be found in the data tables in Appendix 4.

Walk-in Client Requests

Office receptionists in Almonte and Smiths Falls kept a log of the number of clients who walked into the front office, the type of service requests and municipality of residence of the client (Appendix 5). The log was conducted in Almonte in May 2007 and from July 16th to October 12th, 2007 for a total of 16.5 weeks. The log was kept in the Smiths Falls office beginning August 28th, 2007 until October 5th, for a total of 5.5 weeks.

There were a total of 929 walk-in clients into the Almonte office, in 16.5 weeks, for an average of 56 walk-in clients per week. In Smiths Falls there were a total of 535 walk-in clients over 5.5 weeks, for an average of 97 walk-in clients per week. Some caution should be taken interpreting this data, as the offices may or may not have recorded certain types of clients (i.e. immunization or sexual health clinic clients).

The data was summarized for each office by municipality of residence of the walk-in client. As shown in Figure 8, the largest proportion of walk-in clients from the Almonte office were from Mississippi Mills (46.7%), followed by Lanark Highlands (15.8%) and Beckwith (15.8%). In the Smiths Falls office, the largest proportion of walk-in clients was from Rideau Lakes (29.5%), followed by Drummond North Elmsley (17.0%) and Tay Valley (11.6%). (See Appendix 4 for the data table).

Figure 8

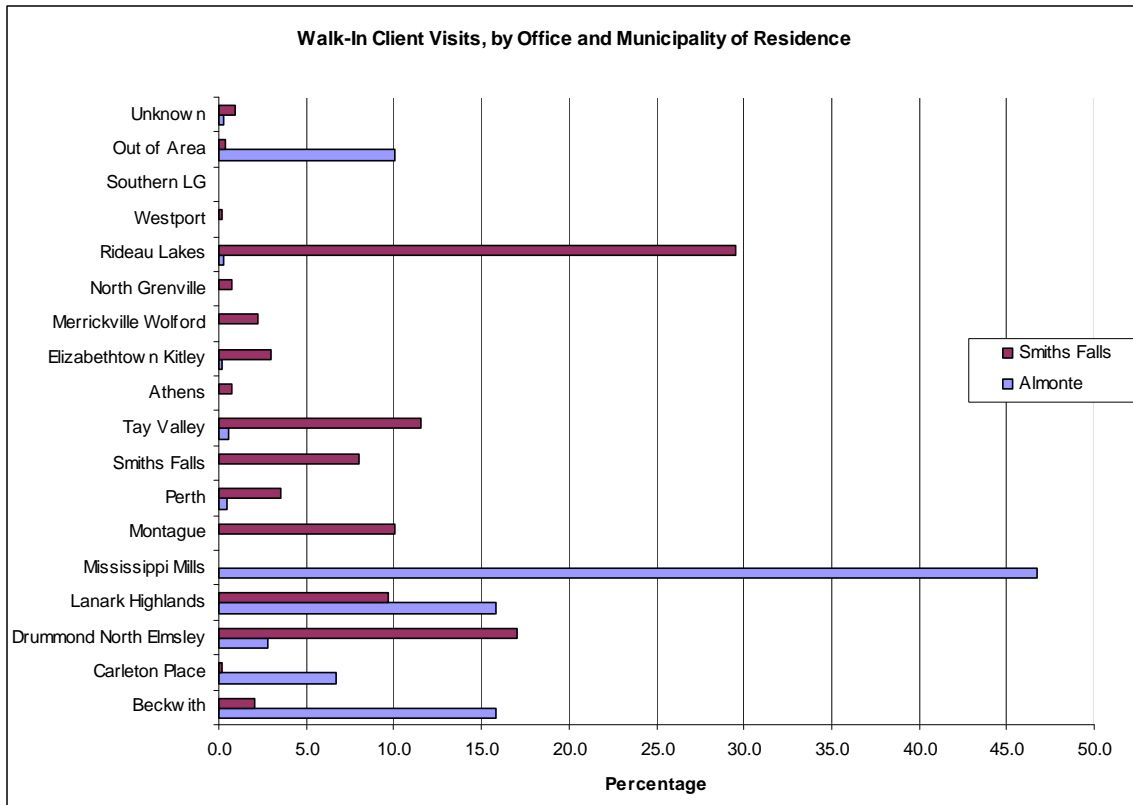


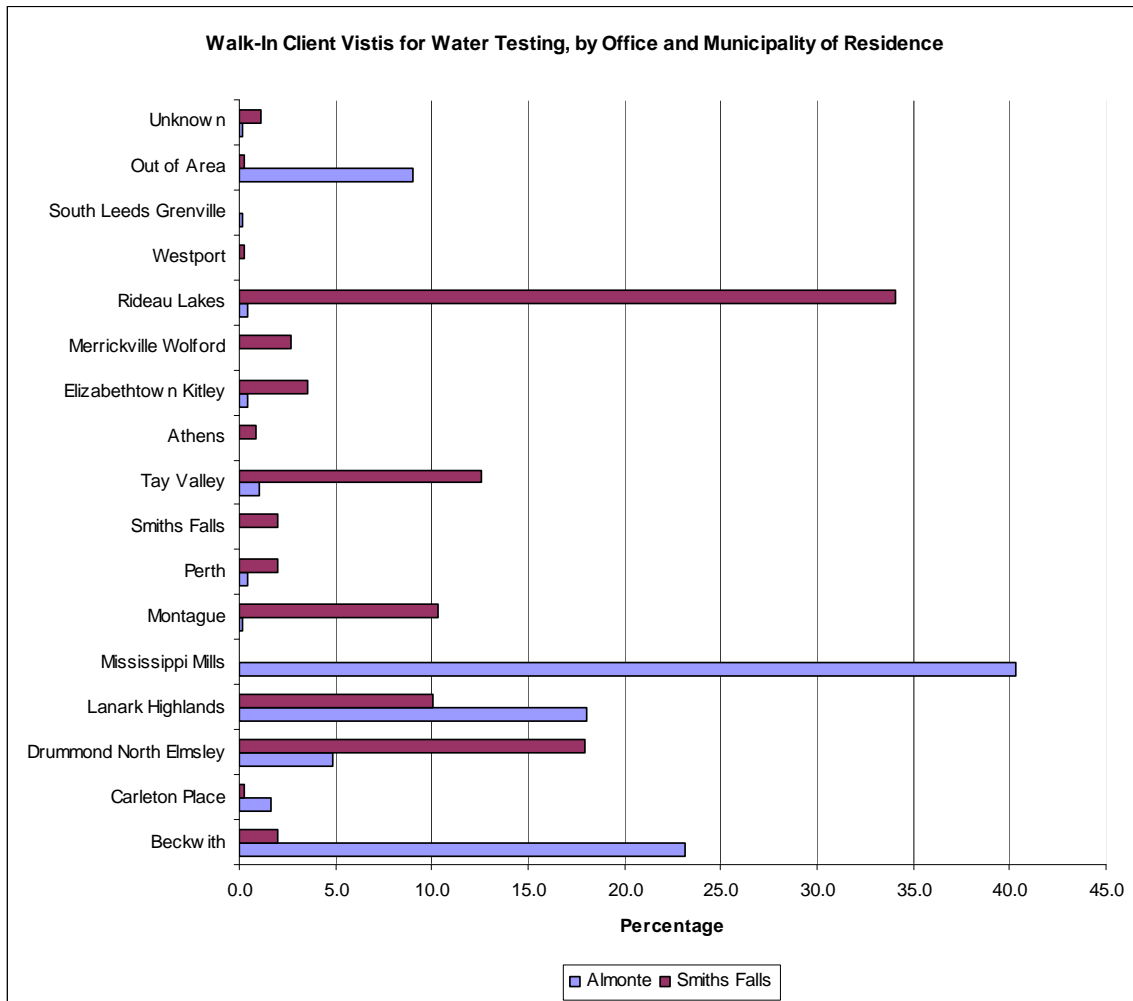
Figure 8 also illustrates that the Smiths Falls office draws walk-in clients from a greater number of surrounding municipalities in Lanark county and Leeds Grenville counties, whereas Almonte draws more clients from areas closer to the office and the surrounding health unit jurisdictions (Ottawa, KFL&A, and Renfrew).

The data was also summarized by the type of service accessed by the walk in clients. In both offices, the majority of walk-in clients were accessing water testing (83.4% in Smiths Falls and 64.1% in Almonte). As the majority of walk-in clients are accessing water testing services, it follows that more walk-in clients are coming from the rural municipalities than the towns themselves.

Water Testing Clients

Analysis was conducted on the walk-in clients accessing water testing by their municipality of residence. As shown in Figure 9, the highest proportion of clients accessing water bottles from the Almonte office resided in Mississippi Mills (40.3%), followed by Beckwith (23.1%) and Lanark Highlands (18.1%). In the Smiths Falls office, the highest proportion of clients accessing water testing resided in Rideau Lakes (34.1%), followed by Drummond North Elmsley (17.9%) and Tay Valley (12.6%). These results followed the same pattern as the overall summary of walk-in clients.

Figure 9

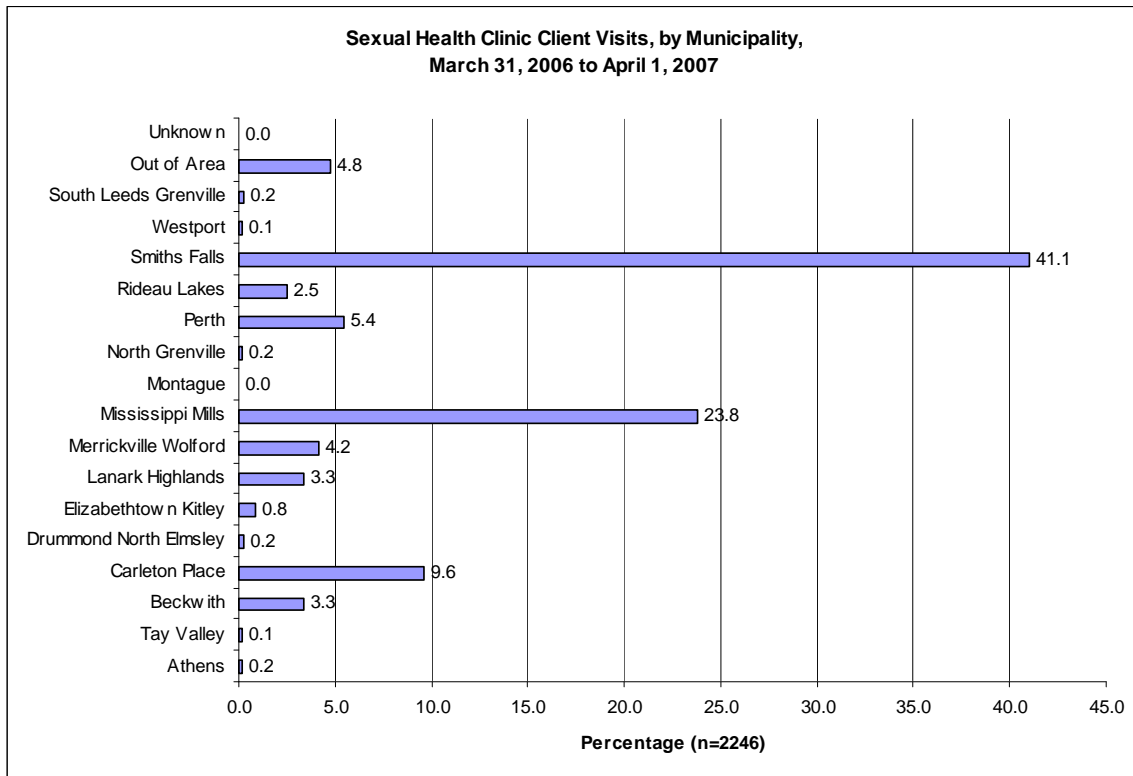


Sexual Health Clinic Clients

Staff conducted a retrospective chart audit of sexual health records from April 1, 2006 to March 31, 2007, for clinics held in Almonte, Carleton Place, Smiths Falls, and Perth.

There were a total of 2246 sexual health clinic client visits during that timeframe, to clinics held in Smiths Falls, Perth, Almonte and the Carleton Place high school. The overall client visits were summarized by the municipality of residence of the clinic client. As shown in Figure 10, the largest proportion of clinic clients resided in Smiths Falls (41.1%), followed by Mississippi Mills (23.8%) and Carleton Place (9.6%).

Figure 10



Client visits were also summarized by clinic location and municipality of residence of the client. The majority of clients accessing the Smiths Falls clinic and the Perth clinic lived in the respective towns (77.3% and 67.9%). This same pattern occurred for clinics in Almonte and Carleton Place, where 67.6% and 66.8% of clients came from the municipal area that hosted the clinic. (see Appendix 4 for data table).

From the data, it appears that a large proportion of sexual health clinic clients reside in the urban areas. However, when the data on clients residing in rural areas is examined, there is evidence of the following:

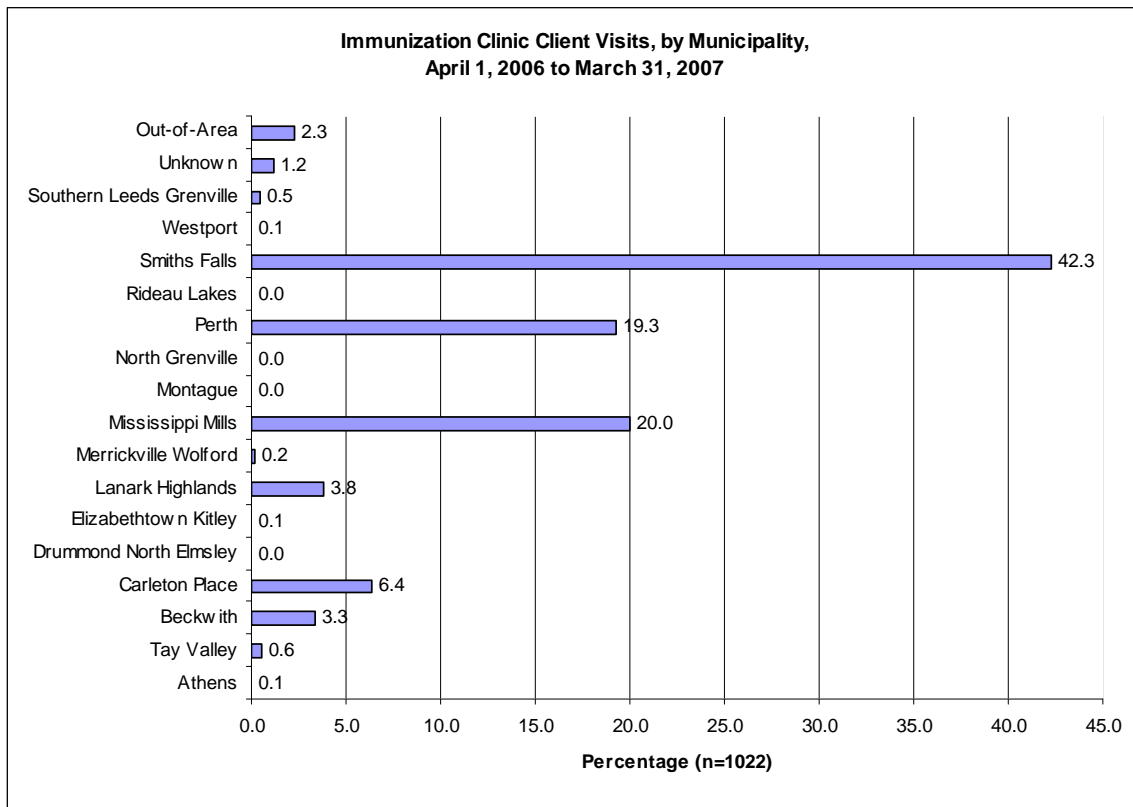
- The highest number of Lanark Highlands residents access the clinic in Almonte,
- Rideau Lakes clients come to the Smiths Falls Clinic
- Beckwith clients are evenly split between the Almonte and Carleton Place clinics

Immunization Clinic Clients

Staff conducted a retrospective chart audit of immunization clinic records from April 1, 2006 to March 31, 2007 for clinics held in Almonte, Smiths Falls, and Perth. Information was gathered on the number of client visits, the type of immunization received (i.e. routine or travel), and the municipality of residence of the client.

Overall, there were a total of 1022 client visits to immunization clinics in the timeframe. As shown in Figure 11, residents of Smiths Falls made the largest proportion of clinic visits (42.3%), followed by Mississippi Mills (20.0%) and Perth (19.3%).

Figure 11



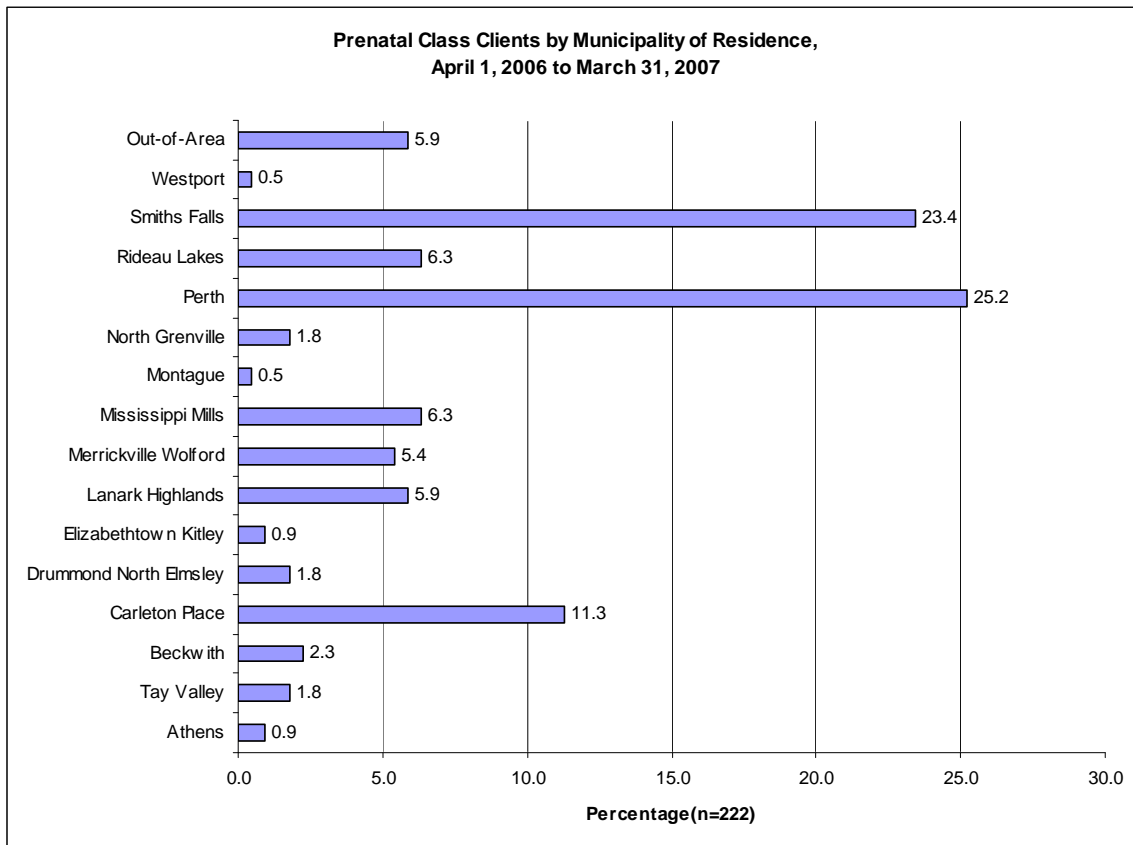
Immunization client visits was analyzed by clinic location (see Appendix 4 for data table). The majority of clinic clients accessing the Smiths Falls clinic resided in Smiths Falls (79.1%), although a significant proportion of Perth residents accessed the clinic (15.2%). A similar finding was shown in the Perth clinic, as the majority of clients accessing the clinic were from Perth (69.9%), while 19.0% were from Smiths Falls. The Almonte clinic drew residents from Mississippi Mills (56.3%), Carleton Place (14.8%) and Beckwith (9.7%). The majority of Lanark Highlands residents attended the clinic in the Almonte Office, although some attended in Perth. Very few, if any, residents from the rural areas of Montague, Drummond North Elmsley, Tay Valley and Rideau Lakes attended the immunization clinics.

Prenatal Class Clients

Staff conducted a retrospective audit of prenatal class client records in Almonte, Carleton Place, Smiths Falls and Perth and the municipality of residence from April 1, 2006 to March 31, 2007. Because of the small numbers of couples attending the one prenatal series in Carleton Place during the timeframe, those numbers have been combined with the Almonte numbers. It should be noted that one prenatal series in the Almonte office had to be cancelled due to a lack of available space during hospital renovations.

Overall, there were a total of 222 couples that accessed prenatal classes in all four sites during the timeframe. Figure 12 indicates that the greatest proportion of these couples resided in Perth (25.2%), followed closely by Smiths Falls (23.4%) and then Carleton Place (11.3%).

Figure 12



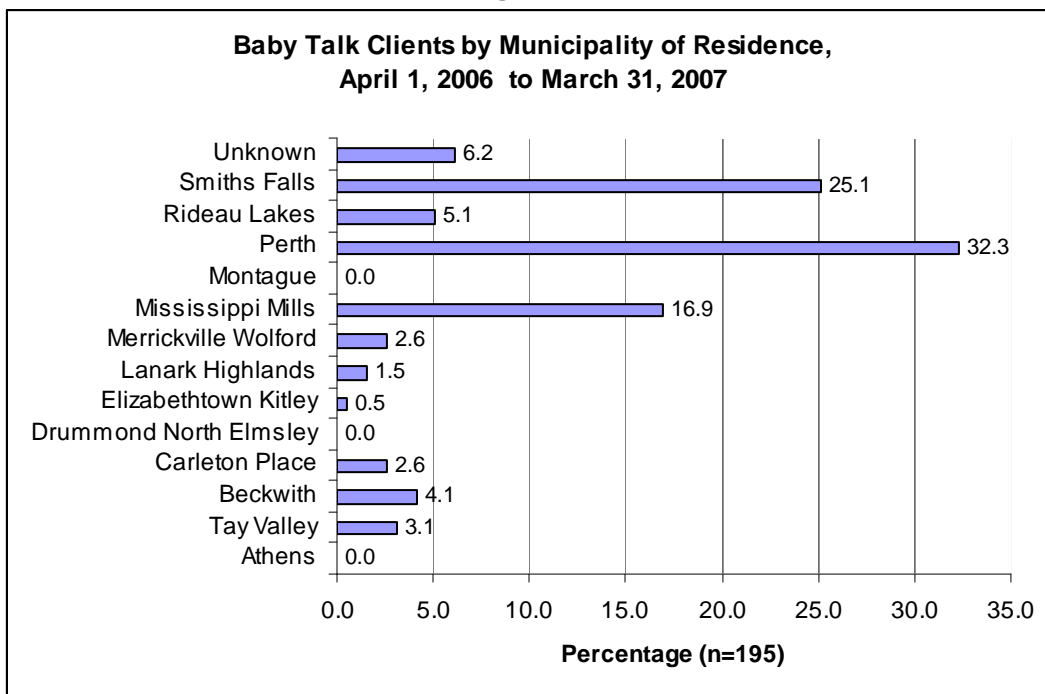
Prenatal class client data was also analyzed by office location (see Appendix 4 for table). In the Smiths Falls office, the largest proportion of prenatal class clients resided in Smiths Falls (41.9%), followed by Perth (23.9%), Rideau Lakes (11.4%), and Merrickville-Wolford (10.5%). In the Perth classes, just over half of the attendees were from Perth (55.4%), followed by Smiths Falls (14.3%). In the Almonte office, the highest proportion of couples accessing the classes were from Carleton Place (34.4%), followed by Mississippi Mills (21.3%) and Lanark Highlands (14.8%).

Baby Talk Clients

Staff conducted a retrospective audit of baby talk client records in Almonte, Carleton Place, Smiths Falls and Perth and their municipality of residence from April 1, 2006 to March 31, 2007.

During the timeframe, there were a total of 195 clients who attended Baby Talk in one of the four locations. Figure 13 shows that the greatest proportion of Baby Talk clients reside in Perth (32.3%, followed by Smiths Falls (25.1%) and Mississippi Mills (16.9%). There were challenges with determining the municipality of residence for some clients who attended the Almonte and Carleton Place Baby Talk groups (6.2% unknown). Therefore, the reported proportion of Baby Talk clients residing in Mississippi Mills could be an underestimation.

Figure 13



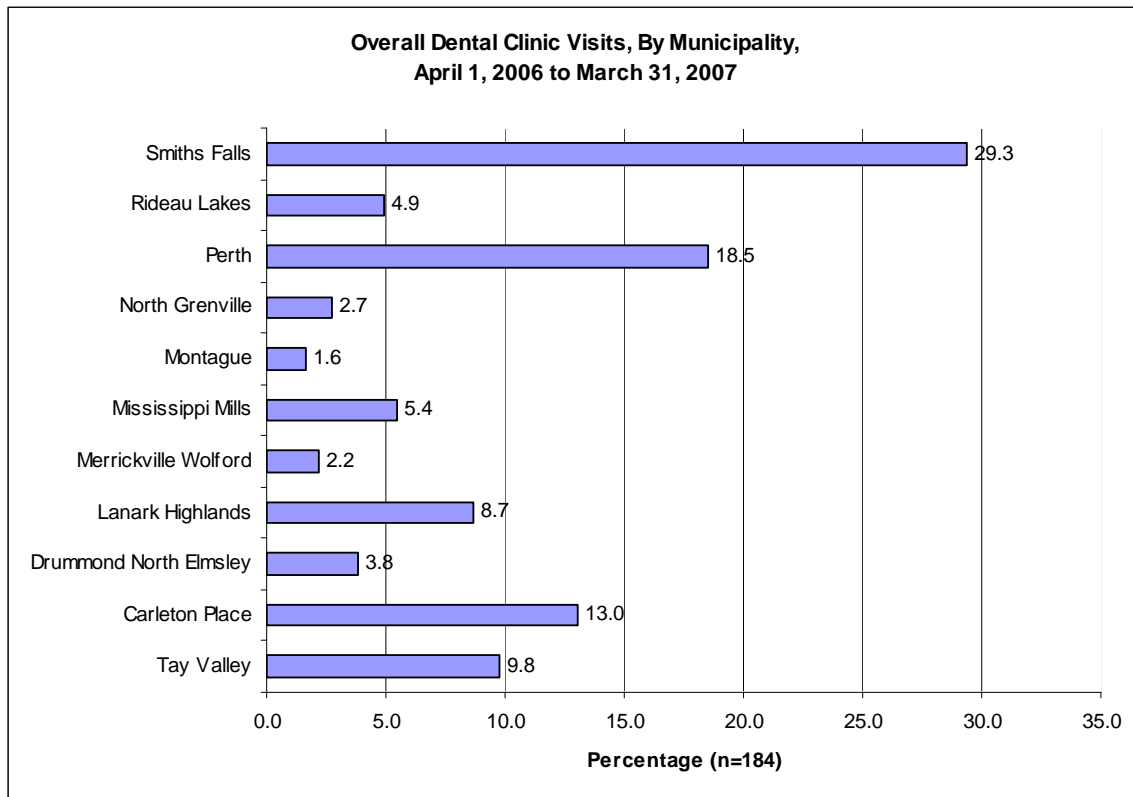
Baby Talk data was further analyzed by office (see Appendix 4 for table). The majority of clients attending Baby Talk in Smiths Falls resided in Smiths Falls (61.6%), followed by Perth (16.4%) and Rideau Lakes (11.0%). The same pattern was found in Perth, where 78.5% of the Baby Talk clients lived in the town. Tay Valley residents attended Baby Talk in Perth and a small number of Lanark Highlands residents attended Baby Talk in both locations.

Dental Clinic Clients

Staff conducted a retrospective record audit of clients who attended dental clinics in Smiths Falls and Perth and their municipality of residence from April 1 2006 to March 31 2007.

There were a total of 184 clients who accessed a dental clinic in either Smiths Falls or Perth. Figure 14 indicates that the largest proportion of these clients resided in Smiths Falls (29.3%) followed by Perth (18.5%) and Carleton Place (13.0%).

Figure 14



The data was further analyzed by clinic location (see Appendix 4 for data table). The greatest proportion of clients attending the Smiths Falls clinic lived in Smiths Falls (36.0%), followed by Carleton Place (16.0%) and Perth (12.7%). Of those clients attending the Perth clinic, the greatest proportion lived in Perth (44.1%), followed by Tay Valley (26.5%) and Lanark Highlands (11.8%).

5.4 EFFICIENCY OF SERVICE DELIVERY TO CLIENTS

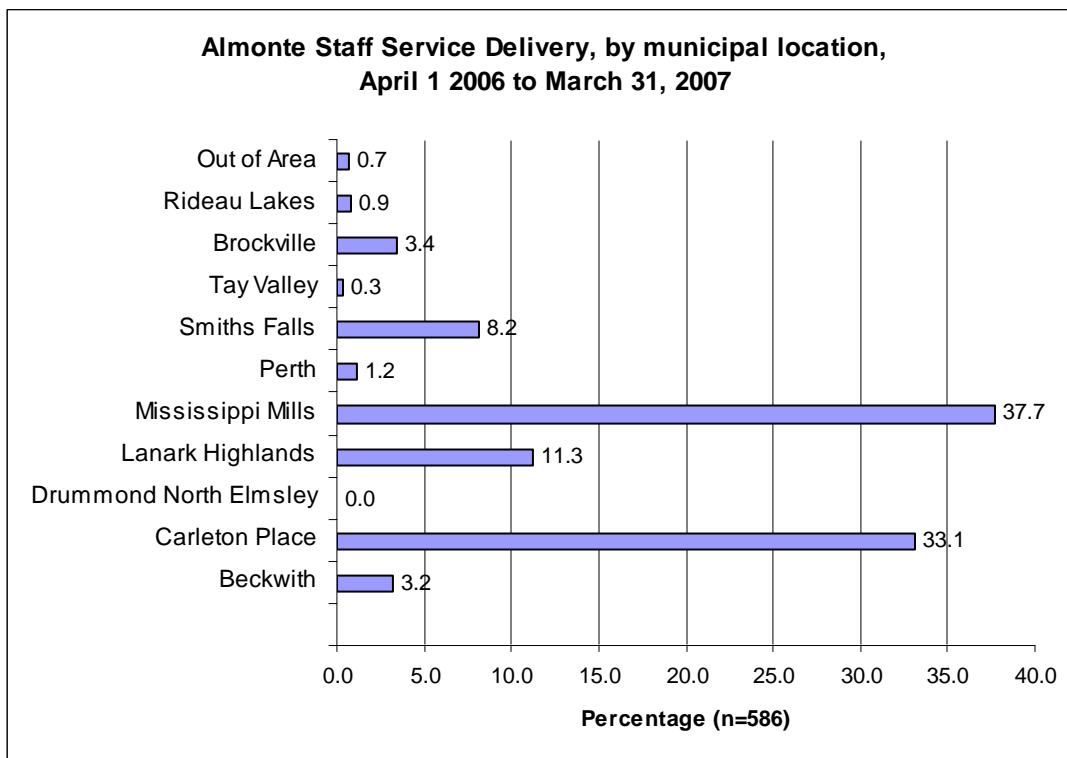
These criteria examined what services staff who work in the office locations deliver in the community and where these services are delivered and how much it costs to deliver these services.

Services Delivered by Almonte Staff

A retrospective service analysis was conducted on the type and location of services delivered by Almonte staff, from April 1st, 2006 to March 1, 2007. Due to the lack of a quality time tracking system, staff were asked to do a retrospective analysis using information recorded in day timers (Appendix 6). Not all staff submitted retrospective logs and not all staff recorded the location of activities in their day timers. There was some confusion as to whether travel to Health Unit business meetings was to be included in the analysis, and therefore this information was not consistently reported.

Seven Almonte staff completed the log, representing 3 Health Unit departments, including Health Promotion, Clinical Services and Family Health. A total of 586 services delivered in the community were logged during the timeframe. This number does not include all travel to Brockville or Smiths Falls for Health Unit business meetings. As shown in Figure 15, the largest proportion of services delivered by the Almonte staff were in Mississippi Mills (36.0%), followed by the town of Carleton Place (33.1%) and the township of Lanark Highlands (11.3%).

Figure 15

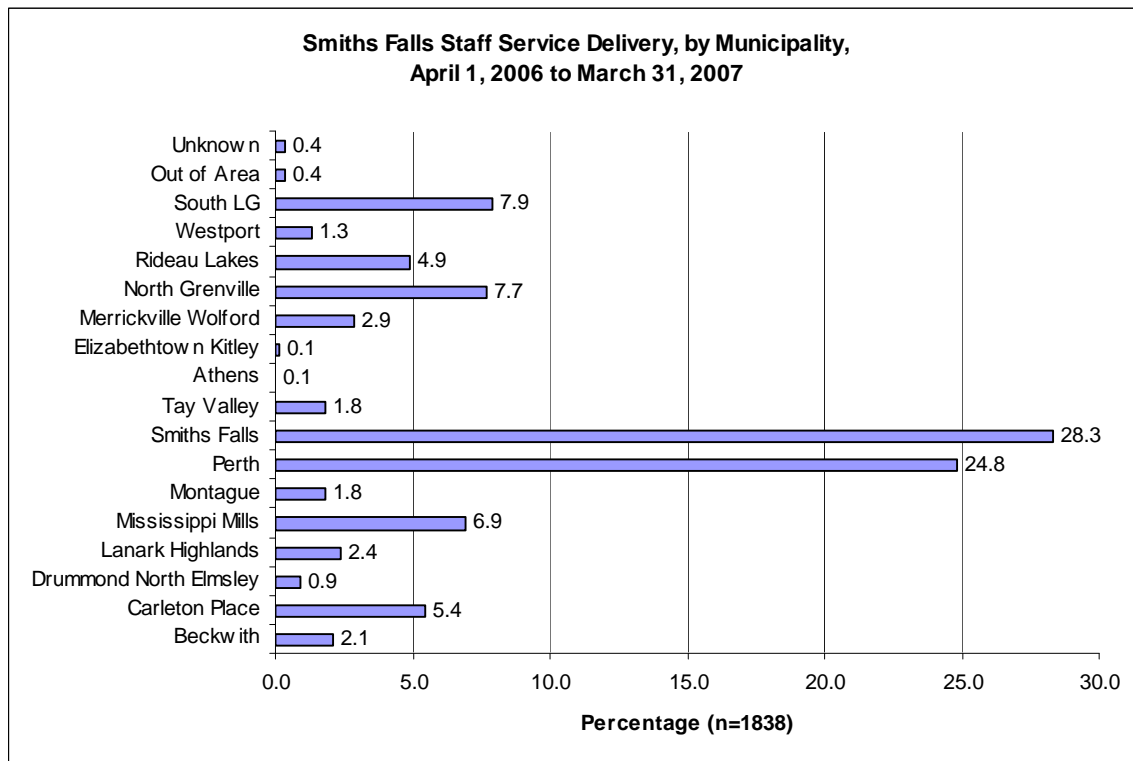


Services Delivered by Smiths Falls Staff

A retrospective service analysis was conducted on the type and location of services delivered by staff, from April 1st, 2006 to March 1, 2007. Seventeen staff from Family Health, Health Promotion and Clinical Services completed the retrospective log. Health Protection staff did not complete the log, as data from the Computerized Inspection Surveillance System (CISS) was used instead.

During the timeframe, staff logged a total of 1838 services. As shown in Figure 16, the largest proportion of services delivered by Smiths Falls staff were in the town Smiths Falls (28.3%), followed closely by Perth (24.8%).

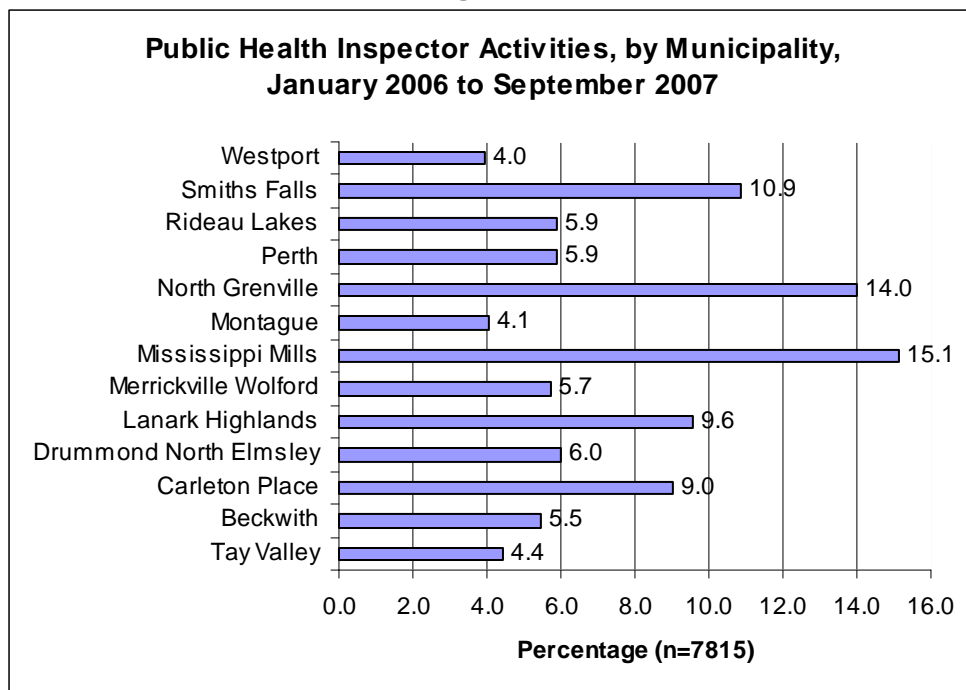
Figure 16



Health Protection staff did not complete the retrospective log. CISS data was used to determine the type of program activities delivered in each of the municipalities and the amount of mileage per month per inspector. Data collected from January 2006 to September 2007 was used for this report. A total of 7815 activities were delivered by Public Health Inspectors from the Smiths Falls office during this timeframe.

The data was examined by municipality where the service was delivered. Figure 17 shows that services were delivered in a numerous municipalities in Lanark and Leeds and Grenville. The greatest proportion of services were delivered in Mississippi Mills (15.1%), followed closely by North Grenville (14.0%), and then Smiths Falls (10.9%).

Figure 17



Efficiency Analysis

Travel information provided by staff on their retrospective logs was used to conduct distance and time efficiency analysis. Frequencies and locations of client services provided from the Almonte and Smiths Falls offices to their own and surrounding municipalities were collected between April 1, 2006 and March 31, 2007 by staff at both offices. A database of this information was created and analysed using MS Excel and SPSS.

Google Map was used to estimate the distances from the office location to the point of service delivery as outlined in the data provided by the Smiths Falls and Almonte offices. As well, Google Map was used to determine the distance estimates for the hypothetical scenarios of service delivery had they been provided from either Carleton Place or Perth. The actual kilometres provided in the service logs were not used so as to maintain standardization of distances in all scenarios.

Frequency, distance and time matrices for the services and program activities delivered to the municipalities were created using the 2 offices of origin (Smiths Falls and Almonte) which were crossed with the two hypothetical locations (Carleton Place and Perth). These matrices were used to provide the cost, time and distance estimates that appear in this section of the report.

The following assumptions were made when doing the analysis:

- Travel time calculations assume an average travel speed of 70 km/h.
- Cost of travel using personal vehicle calculated at \$0.40/km.
- Round trip totals assume individual travelled same route to and from municipality that they visited.

- Frequencies of services and programme activities delivered to the municipalities reported by staff were accurate.
- Logging of kilometres for visits to municipalities was accurate.

The results of the distance, time and wage cost analysis for Smiths Falls (Table 5) suggest that Smiths Falls is the most efficient geographic location to provide services and program activities to the surrounding municipalities. A total of 21,903 km were logged during the 12-month time frame at a travel cost of \$8,761. The same services and programs over the same time period would have incurred costs of \$15,485 (76.4% increase) from Carleton Place and \$9,529 (8.8% increase) from Perth respectively if all distances driven were claimed at the \$.40/km rate.

As well, the time spent on the road and the wages of the public health nurses (PHNs) and dental hygienists (DHs) were used to calculate the total wage costs of travel. Actual time and wage calculations were weighted as there were differences in the frequencies of services provided by both PHNs and DHs. Wage costs for travel would be \$9,433 higher if the same services provided from Smiths Falls were provided from Carleton Place and \$1,066 higher from Perth.

Table 5: Smiths Falls Office Distance and Time Analysis

Total	Total Distance Travelled (km's)	Cost of Travel (\$)	Total Time (hrs)	Total Wages (\$)
Smiths Falls (SF)	21,903	8,761	313	12,354
Carleton Place (CP)	38,645	15,458	552	21,787
Perth (P)	23,822	9,529	340	13,420
	Difference (n, %)	Difference (n, %)	Difference (n, %)	Difference (n, %)
SF to CP	16,742 (76.4)	6,724 (76.4)	239 (76.4)	9,433 (76.4)
SF to P	1,919 (8.8)	768 (8.8)	27 (8.8)	1,066 (8.8)

Table 6 contains the same analysis as in Table 5 but for the Almonte office. This analysis suggests that Carleton Place is the most efficient location to provide the services and program activities to the surrounding municipalities. A total of 22,400 km were logged during the 12-month time frame at a cost of \$8,960. The same services and programs over the same time period would have incurred a cost savings of \$1,124 (12.5% decrease) had they been provided from Carleton Place. As well, a savings of \$1,578 in wages related to travel time would have been incurred from a Carleton Place location.

Table 6: Almonte Office Distance and Time Analysis

Total	Total Distance Travelled (km's)	Cost of Travel (\$)	Total Time (hrs)	Total Wages (\$)
Almonte (A)	22,400	8,960	320	12,630
Carleton Place (CP)	19,591	7,836	280	11,052
	Difference (n, %)	Difference (n, %)	Difference (n, %)	Difference (n, %)
A to CP	-2,809 (-12.5)	-1,124 (-12.5)	-40 (-12.5)	-1578 (-12.5)

Note: Negative numbers denote savings in distance, travel cost , time and wage cost.

Validity & Data Quality: The potential for large variability due to a single data set instead of consecutive year-over-year data collection is high. The potential for rounding and measurement error using Google Map for distance estimates is considerable. However, linear regression and Pearson correlation analysis suggest that the actual logged distances and those estimated by Google Map were strongly and significantly associated (Appendix 7). As well t-test analysis (2-tailed) of mean distances travelled based on a comparison of distances logged by service providers and those calculated using Google Map were not significantly different for either the Smiths Falls ($t_{a=.05} = 0.609$, $df = 58$, $p = 0.54$, $t_{crit} = 2.00$) or Almonte data ($t_{a=.05} = 0.158$, $df = 32$, $p = 0.88$, $t_{crit} = 2.04$). Caution must be used when making inferences from this information as completeness and consistency of the data logging process is unknown. In addition, the analysis does not include time spent by Public Health Inspectors, as different sources of information were used.

6. Summary and Discussion of Office Location Options _____

In summary, the purpose of this report was to provide a demographic description of Lanark County and an overview of the programs and services that are provided by Health Unit staff in order to inform decision-making regarding the location of offices in Lanark County. As previously stated, limitations with the data and data collection processes, limit the report in its ability to predict staff service delivery patterns and/or client access patterns. Since the data on client accessibility and service delivery were collected based on the current situation, there is naturally a bias towards the status quo. However, data is also presented on demographic indicators and efficiency measures, which are of higher quality and less subject to bias.

A brief summary of the data to support a Health Unit office in each of the 4 urban areas under consideration follows.

Smiths Falls: Although Smiths Falls has experienced a decrease in total population in the last few years, other demographic variables indicate that it is a high-risk community. Smiths Falls had the lowest median household income, the lowest proportion of adults aged 20-64 years with post-secondary education, and the greatest proportion of lone-parent families. As far as service delivery sites, Smiths Falls has the greatest proportion of sites to serve the 0-6 population (schools, child care centres, hospitals), establishments requiring inspection, workplaces and tobacco vendors. When looking at the projected costs of building in Smiths Falls, it was among the least costly options. Examining the data on client accessibility indicated that Smiths Falls had the greatest number of sexual health clinic client visits and that many clients from Rideau Lakes go to the Smiths Falls sexual health clinic. Rideau Lakes residents also go to the Smiths Falls office for water testing. As well, Smiths Falls had the greatest proportion of immunization clinic visits and dental clinic visits. The distance and time analysis concluded that Smiths Falls was the most efficient location compared to Perth or Carleton Place. In addition, Public Health Inspectors from the Smiths Falls office service the township of North Grenville, which has experienced a growth in population since the last Census. North Grenville would be more efficiently serviced from an office in Smiths Falls compared to Perth or Carleton Place.

Perth: Perth also experienced a decline in total population between the 2001 and 2006 Census. However, a Perth office could service the township of Drummond North Elmsley, which has experienced a growth in population. An office in Perth would be as accessible as an office in Smiths Falls to the large proportion of clients from Rideau Lakes who access water-testing services. Perth had the greatest number of prenatal class clients and baby talk clients.

Almonte: Mississippi Mills had the largest population of any municipal area in Lanark County and experienced a population growth of 0.7%. The Almonte office services part of the township of Lanark Highlands, which had the largest population growth since the last Census and among the lower median household incomes. Almonte is centrally located for North Lanark and central to potential population booms in the area, such as Lanark Highlands, Carleton Place and Beckwith. There are a greater number of service delivery sites, establishments, workplaces and tobacco vendors in Mississippi Mills than in Carleton Place. When looking at the projected costs, keeping an office in Almonte that is rented was the least costly option over renting an office in Carleton Place. The greatest number of Almonte office walk-in clients accessing water testing resided in Mississippi Mills, followed closely by Lanark Highlands. Also, there were a greater

proportion of sexual health clinic clients that resided in Mississippi Mills than in Carleton Place, and it appears that residents of Lanark Highlands access sexual health clinics in Almonte. There was a greater proportion of immunization client visits and baby talk clients that resided in Mississippi Mills than in Carleton Place.

Carleton Place: Carleton Place experienced a greater population growth than Mississippi Mills, at 4.1%. A greater number of prenatal class clients came from Carleton Place than from Mississippi Mills. The distance and time analysis concluded that Carleton Place was the most efficient location over Almonte.

Staff were consulted throughout this process and asked to submit their health and safety considerations for any future office locations. A detailed summary of considerations submitted by staff in both the Almonte and Smiths Falls office has been prepared and can be found in Appendix 8. Overall, staff thought that any Health Unit office should be a clean, well ventilated, professional looking space, with adequate room for storage and meetings, natural light, proper climate control, wheelchair accessibility, accessible to the community, driveability/walk ability for community clients, adequate parking for staff and clients and good visibility and signage to promote awareness of the agency.