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COWICHAN DISTRICT HOSPITAL REPLACEMENT: BUSINESS PLANNING PHASE

Background:

In January 2013, Island Health confirmed its commitment to replace the aging Cowichan District Hospital (CDH). The 134-bed hospital, built in 1967, has served the community well, however it is now reaching the end of its functional life. The replacement of Cowichan District Hospital is Island Health’s top major capital priority, however planning and construction for the new facility is a multi-phase process that will take place over several years. There are a number of steps that must be taken before a new hospital can be built.

Island Health’s concept plan to replace Cowichan District Hospital was submitted to the provincial government in February 2018. The concept plan was developed jointly with input from Island Health, local medical staff and nurses, patients, First Nations, local government and the Ministry of Health. In summer 2018, the Government of British Columbia approved the concept plan. The next step in the planning process is to prepare a detailed business plan.

The following FAQs have been created to support public understanding of the various phases of this project and to ensure key partners are able to share accurate, timely information with their respective audiences.

Planning Process		
1.	Now that the concept plan is approved, what are the next steps?	<ul style="list-style-type: none"> • The next phase of this project is to prepare a detailed business plan, where details such as scope, budget, bed numbers and procurement method will be finalized. This process typically takes approximately 12-18 months to complete. • The business plan will include consultation among staff, physicians, local elected officials, provincial government, Cowichan citizens and numerous community partners prior to submitting the final business plan to the provincial government for approval. • Upon government approval of the business plan, the project would proceed to the procurement phase, and then on to construction.
2.	How can staff, stakeholders, medical staff and community members participate in the planning process for the new hospital?	<ul style="list-style-type: none"> • In the fall of 2018, Island Health began inviting staff, physicians, volunteers, local First Nations, service partners and members of the public to participate in a series of engagement opportunities to gather feedback, answer questions and encourage people to contribute to the process of transforming health care in the Cowichan Valley region. • Public sessions were promoted via local media, social media, newsletters, online and by email. • For a summary of the feedback from the public open house info sessions, click here.

3.	Will the hospital be built using P3 procurement?	<ul style="list-style-type: none"> This has not yet been determined but will be studied in the business planning phase.
4.	What are the Vision and Principles guiding the CDH replacement project?	<p>The Vision and Principles outlined here were developed in the concept plan. These will be reviewed at the outset of business plan development and will guide the project thereafter.</p> <p><u>Overarching Vision:</u></p> <ul style="list-style-type: none"> Cultural Safety – Recognize and respect differences while striving to address inherent power imbalances. Cultural Humility – Self-reflect to understand biases and develop relationships. Community of Care – Strengthen services to better support health and wellness through an integrated continuum of care that ensures the right care is provided in the right place to meet the community’s changing needs. Evidence Informed and Quality Driven – Best current evidence will guide decisions and provide accountability. Island Health is committed to ensuring all Cowichan Valley residents have access to high quality, safe care and services. Great Place to Work and Learn – Create workspaces that not only foster excellence in service delivery, but create an environment that supports recruitment and retention of an engaged workforce. Patient, Family and Community – Design facilities that support a seamless and positive patient journey and enhance patient, family, and community experience. <p><u>Facility Design Principles:</u></p> <ul style="list-style-type: none"> Collaboration – Ensure the hospital design supports and strengthens the community partnerships that already exist in the Cowichan Valley communities. Flexible Design – Design the facility to be flexible and have surge capacity to meet the (sometimes unpredictable) future needs of the population and to be able to adapt to new technological solutions as they evolve. Innovation – Explore innovative options for care, be curious, ask questions. Sustainability – Create efficient patient flow and design concepts that support operational cost efficiency and ensure long term sustainability of services provided at CDH.



5.	Is the concept plan publicly available?	<ul style="list-style-type: none"> • Concept plans are protected by cabinet confidentiality as they are part of the submission to Treasury Board for approval. Concept plans include dollar figures that should remain private to preserve the competitive bid (procurement) process.
Services/Operational		
6.	When will construction begin and when will the new hospital be open?	<ul style="list-style-type: none"> • A more detailed timeline will be established within the business plan.
7.	How many beds will be in the new hospital?	<ul style="list-style-type: none"> • The number of beds has not yet been determined but will be outlined within the business plan.
8.	Will a bigger hospital mean more services (i.e., greater complexity of services)?	<ul style="list-style-type: none"> • The new hospital will provide state of the art care and services in a community hospital setting. • We envision current services continuing with strengthened linkage to community-based services. • Business planning will determine the full scope of services in the new hospital.
9.	What is the Cowichan Valley Health and Care Plan?	<ul style="list-style-type: none"> • The Ministry of Health’s top objective is to develop a primary care model that provides comprehensive and coordinated team-based care linked to specialized services in communities across B.C. • Building on government’s direction, the goal of the Cowichan Valley Health and Care Plan is to strengthen connections between community organizations and Island Health services and address service gaps and barriers to health and wellness within the region. • In order to build the foundation for a successful, sustainable new hospital, Island Health will be engaging with local health care professionals, service partners, citizens, elected officials and government on an innovative, effective, people-focused, long-term plan to support health and care within the region’s population. • By strengthening these linkages and working together, we aim to create a clearer, easy path to health and care, support transitions through the care spectrum, and help people prevent a hospital stay whenever possible.

Cost/Funding		
10.	How much will the new hospital cost to build?	<ul style="list-style-type: none"> • A detailed business plan is required before we can confidently speak to the capital and operational costs of the new hospital. • A detailed business plan, followed by a procurement process, will provide more accurate costing. • Island Health will continue to work in partnership with the CVRHD while the business plan is developed to determine the scope and cost of the project.
11.	Who is funding the hospital's replacement?	<ul style="list-style-type: none"> • The BC government typically funds 60 per cent of the overall cost of building new hospitals. The CVRHD would be responsible for funding the remaining 40 per cent. • As of August 2018, the CVRHD has set aside more than \$43 million in a reserve fund for the project. • The Cowichan District Hospital Foundation has also been fundraising in preparation for a new hospital, allocating 100% of their 2015 annual appeal campaign funds to its new hospital fund in addition to contributing 20% of their annual funds each year since 2010.
12.	What is the cost to undertake the Business plan and how is this funded?	<ul style="list-style-type: none"> • The business plan will cost approximately \$5 million to complete. The Cowichan Valley Regional Hospital District (CVRHD) has committed to fund up to \$5.36 million towards development of the business plan. • This amount will be included as part of their commitment to fund 40 per cent of the project's overall capital costs.
13.	Why does the Business plan cost so much?	<ul style="list-style-type: none"> • This funding pays for a team of planners, architects, engineers and other experts who will complete the detailed plans for the hospital.
Human Resources		
14.	Will the provincial government's community benefits agreements apply?	<ul style="list-style-type: none"> • This will be determined in the business planning phase.
15.	Will services such as Food and Housekeeping be contracted out?	<ul style="list-style-type: none"> • No decision has been made to contract out these services at this time.

Location/Site Selection		
16.	Where will the new hospital be located?	<ul style="list-style-type: none"> • In October 2016, the Cowichan Valley Regional Hospital District finalized the purchase of three properties on Bell McKinnon Road. The concept plan reinforced the assumptions in the site selection process and this was determined to be the preferred site for future needs. • Business planning will include a review of this choice as well as a final decision regarding site selection and recommendations for placement of the hospital within the selected site.
17.	What will happen to the current CDH building and site when the new hospital opens?	<ul style="list-style-type: none"> • Options/recommendations for the existing site at 3045 Gibbins Rd will be explored during the business planning process and submitted in the business plan. • As part of this process, Island Health is conducting an assessment of the value of the land and buildings, including any covenants, at the Gibbins Road hospital site. • The assessment will assist us in considering future options, opportunities and challenges for the site, however, we are also interested in hearing the community's suggestions for future use of this site. • Results of the assessment will be analysed and options/recommendations for the existing site will be brought forward in the business plan to replace CDH.
18.	How was the Bell McKinnon property chosen? What are the benefits of this site?	<ul style="list-style-type: none"> • A committee of the Cowichan Valley Regional Hospital District and Island Health spent two years searching for suitable sites. In total 21 properties were put forward for consideration under the committee's selection criteria, which included: <ul style="list-style-type: none"> ✓ A buildable area of at least 15 acres outside of the 500-year floodplain; ✓ Outside the Agricultural Land Reserve; ✓ Alignment with local government growth management plans; and ✓ Proximity to major population hubs, transportation links and other emergency services. <p>The Bell McKinnon property best met all the criteria.</p>

19.	<p>Who was consulted in the property selection process? Were First Nations and Indigenous peoples involved in the consultation process?</p>	<ul style="list-style-type: none"> • Since November 2013, more than 30 open house and community meetings have taken place, attended by more than 1,500 people. • This includes a wide range of groups including Cowichan Tribes, Our Cowichan Communities Health Network, business and service clubs, neighbourhood and ratepayers associations, regional and municipal government, physician and nurses groups, and the hospital foundation and auxiliary. 																														
20.	<p>Why is the preferred site so far from Duncan’s downtown core?</p>	<ul style="list-style-type: none"> • The Bell McKinnon property is central to the entire Cowichan Valley region. The following chart* provides a comparison of driving distances and travel times to the existing hospital and the Bell McKinnon site. <table border="1" data-bbox="701 521 1570 818"> <thead> <tr> <th colspan="3">DRIVING DISTANCES AND TIMES (estimated without traffic, using Google Maps)</th> </tr> <tr> <th>COMMUNITY</th> <th>TO CURRENT LOCATION</th> <th>TO PROPOSED LOCATION</th> </tr> </thead> <tbody> <tr> <td>North Oyster</td> <td>39 km, 34 minutes</td> <td>33.5 km, 27 minutes</td> </tr> <tr> <td>Town of Ladysmith</td> <td>30 km, 25 minutes</td> <td>24 km, 18 minutes</td> </tr> <tr> <td>Chemainus</td> <td>21 km, 20 minutes</td> <td>16 km, 16 minutes</td> </tr> <tr> <td>Town of Lake Cowichan</td> <td>27 km, 21 minutes</td> <td>27.5 km, 21 minutes</td> </tr> <tr> <td>City of Duncan</td> <td>2 km, 4 minutes</td> <td>4.5 km, 6 minutes</td> </tr> <tr> <td>Cowichan Bay</td> <td>11 km, 13 minutes</td> <td>14 km, 13 minutes</td> </tr> <tr> <td>Shawnigan Lake</td> <td>22 km, 24 minutes</td> <td>24.5 km, 24 minutes</td> </tr> <tr> <td>Mill Bay</td> <td>21 km, 20 minutes</td> <td>23.5 km, 20 minutes</td> </tr> </tbody> </table> <p>*Source: Cowichan Valley Regional District, August 2018: https://www.cvrld.bc.ca/DocumentCenter/Home/View/71160</p> <ul style="list-style-type: none"> • The site offers quick access to key transportation routes, is 500 metres from the Trans-Canada Highway and allows the same or faster access by vehicle from outlying parts of the region. • Transit routes can be adjusted to service the new location. 	DRIVING DISTANCES AND TIMES (estimated without traffic, using Google Maps)			COMMUNITY	TO CURRENT LOCATION	TO PROPOSED LOCATION	North Oyster	39 km, 34 minutes	33.5 km, 27 minutes	Town of Ladysmith	30 km, 25 minutes	24 km, 18 minutes	Chemainus	21 km, 20 minutes	16 km, 16 minutes	Town of Lake Cowichan	27 km, 21 minutes	27.5 km, 21 minutes	City of Duncan	2 km, 4 minutes	4.5 km, 6 minutes	Cowichan Bay	11 km, 13 minutes	14 km, 13 minutes	Shawnigan Lake	22 km, 24 minutes	24.5 km, 24 minutes	Mill Bay	21 km, 20 minutes	23.5 km, 20 minutes
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21.	<p>What kinds of changes will have to happen to the proposed site to make it work as a hospital?</p>	<ul style="list-style-type: none"> • Roads, traffic controls, water delivery, and sewer services around the site would need to be improved, however details of work needed will be part of the business planning phase. 																														

22.	Are there plans to improve the current hospital's seismic index?	<ul style="list-style-type: none">• Not at this time. CDH was built in 1967, which significantly predates modern building codes. We are aware of the seismic risks posed by the existing building, which is one of the reasons why a replacement of CDH is our top capital priority.• Island Health has disaster preparedness plans in place for all hospitals in its service region and CDH is proactively working with Health Emergency Management BC on emergency preparedness planning. In addition, Island Health has excellent processes in place for transporting patients when necessary and the province has mobile medical units that can be dispatched to CDH and other sites in the event of an emergency or disaster.
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