



## Notice of Meeting and Meeting Agenda Capital Regional Hospital District Board

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Wednesday, April 22, 2020

1:00 PM

Room 488  
625 Fisgard Street  
Victoria, BC

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### Special Meeting

#### 1. TERRITORIAL ACKNOWLEDGEMENT

#### 2. APPROVAL OF THE AGENDA

#### 3. PRESENTATIONS/DELEGATIONS

*Please note that during the COVID-19 situation, as Board meetings are electronic, submissions will be accepted in written form only – no in-person presentations.*

##### 3.1 Presentations

##### 3.2 Delegations

#### 4. SPECIAL MEETING MATTERS

##### 4.1. [20-278](#) 2020 Minor Capital Projects and Equipment - Approval of Capital Bylaw

**Recommendation:** a) That the recommended 2020 Minor Capital Projects totalling \$3,750,000 be approved and expensed from the 2020 requisition;  
b) That the recommended 2020 equipment grants of \$30,000 to Mount St. Mary Hospital and \$2,925,000 to Island Health be approved and expensed from the 2020 requisition;  
c) That Capital Bylaw No. 401, "Capital Regional Hospital District Bylaw No. 176, 2020" be introduced and read a first and second time;  
d) That Bylaw No. 401 be read a third time; and  
e) That Bylaw No. 401 be adopted.  
(WA)

**Attachments:** [Staff Report: 2020 Minor Capital Proj's & Equip-Approval Cap Bylaw](#)  
[Appendix A: Island Health 2020 Minor Capital Projects & Equipment](#)  
[Appendix B: Capital Bylaw No. 401](#)

##### 4.2. [20-229](#) Capital Regional Hospital District Investment Portfolio Holdings and Performance Annual Update

**Recommendation:** That the Capital Regional Hospital District Investment Portfolio Holdings and Performance Annual Update be received for information.  
(NWA)

Attachments:     [Staff Report: CRHD Investment Portfolio Update](#)  
                          [Appendix A: CRD & CRHD Investment Policy](#)

**5. MOTION TO CLOSE THE MEETING**

**6. RISE AND REPORT**

**7. ADJOURNMENT**

**Voting Key:**

**NWA - Non-weighted vote of all Directors**

**NWP - Non-weighted vote of participants (as listed)**

**WA - Weighted vote of all Directors**

**WP - Weighted vote of participants (as listed)**

**REPORT TO CAPITAL REGIONAL HOSPITAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 22, 2020**

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**SUBJECT**     **2020 Minor Capital Projects and Equipment – Approval of Capital Bylaw**

**ISSUE SUMMARY**

Approval of a capital bylaw is required by the Capital Regional Hospital District (CRHD) Board to authorize funding of healthcare minor capital and equipment projects in the region.

**BACKGROUND**

Minor Capital Projects (MCPs) sustain the region's health infrastructure through additions and improvements to existing healthcare facilities (such as replacement of aging or failing building systems or components), renovations or upgrades to accommodate changes in service delivery and responding to technological advances. MCPs are valued between \$100,000 and \$2 million (M) and the CRHD contributes 40% towards the total cost of Island Health minor capital projects to a maximum of \$3.75M annually.

The 2020-2029 amended and approved CRHD Capital Plan established funding of \$3.75M for Island Health 2020 MCPs and \$2.955M toward healthcare equipment purchases identified by Island Health (\$2.925M) and Mount St. Mary Hospital (\$30K). Staff has worked diligently with Island Health to finalize the list of 2020 MCPs and equipment purchases (Appendix A).

Approval of a capital expenditure bylaw is required by the CRHD Board to expend these funds (Appendix B).

**ALTERNATIVES**

*Alternative 1*

- a) That the recommended 2020 Minor Capital Projects totalling \$3,750,000 be approved and expensed from the 2020 requisition;
- b) That the recommended 2020 equipment grants of \$30,000 to Mount St. Mary Hospital and \$2,925,000 to Island Health be approved and expensed from the 2020 requisition;
- c) That Capital Bylaw No. 401, "Capital Regional Hospital District Bylaw No. 176, 2020" be introduced and read a first and second time;
- d) That Bylaw No. 401 be read a third time; and
- e) That Bylaw No. 401 be adopted.

*Alternative 2*

That this report be referred back to staff for additional information based on Capital Regional Hospital District Board direction.

**IMPLICATIONS**

*Financial Implications*

Providing annual funding for MCPs and equipment establishes a mechanism for the CRHD to invest in sustaining and upgrading the region's healthcare capital assets thereby enhancing patient care and safety for residents. Through its funding commitment to Island Health's 2020 MCPs and equipment priorities, the CRHD supports the completion of previously approved projects and new priority projects.

**CONCLUSION**

The Board has identified a community need for appropriate health facilities and equipment. CRHD staff are working with Island Health to identify capital improvements and respond to funding requests for acute care, long term care and hospital equipment. Island Health’s MCPs list represents the highest priority needs for the region’s healthcare facilities. Staff of the Health and Capital Planning Strategies Division, working together with Island Health, has conducted due diligence, attesting to the sustainability, scope and budget for the 2020 MCPs and equipment projects.

The amended 2020-2029 CRHD Capital Plan and 2020 CRHD Operating Budget established funding for both previously approved and newly identified MCPs and, for the equipment priorities provided by Island Health and Mount St. Mary Hospital. Approval of a capital bylaw in the amount of \$6,705,000 is recommended.

**RECOMMENDATIONS**

- a) That the recommended 2020 Minor Capital Projects totalling \$3,750,000 be approved and expensed from the 2020 requisition;
- b) That the recommended 2020 equipment grants of \$30,000 to Mount St. Mary Hospital and \$2,925,000 to Island Health be approved and expensed from the 2020 requisition;
- c) That Capital Bylaw No. 401, “Capital Regional Hospital District Bylaw No. 176, 2020” be introduced and read a first and second time;
- d) That Bylaw No. 401 be read a third time; and
- e) That Bylaw No. 401 be adopted.

Submitted by:	Michael Barnes, MPP, Senior Manager, Health and Capital Planning Strategies
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

- Appendix A: Island Health 2020 Minor Capital Projects and Equipment
- Appendix B: Capital Bylaw No. 401, “Capital Regional Hospital District Bylaw No. 176, 2020”

ISLAND HEALTH  
2020/2021 MINOR CAPITAL PROJECT LIST

Site	Portfolio	Project Name	Cost	Cash Flow			
				2020/21			2021/22
				Annual	Health	CRHD	
Royal Jubilee Hospital	Operations and Support Services	Biomed Space Expansion	\$888,000	\$260,000	\$156,000	\$104,000	
Priory Hospital	Operations and Support Services	Roof Replacement	\$992,974	\$708,244	\$424,946	\$283,298	
Victoria General Hospital	Operations and Support Services	Roof Replacement (\$500,000 Top Up)	\$1,495,000	\$450,000	\$270,000	\$180,000	\$50,000
Multiple Sites	Innovation, Analytics and Info	Medication Safety - Best Possible Medication History	\$1,068,731	\$534,366	\$429,630	\$104,736	
Multiple Sites	Innovation, Analytics and Info	Order Set Harmonization	\$855,578	\$427,789	\$343,942	\$83,847	
Multiple Sites	Innovation, Analytics and Info	Patient Portal Phase II	\$507,474	\$253,737	\$204,005	\$49,732	
Multiple Sites	Innovation, Analytics and Info	Clarirvia/Capacity Management - Organization Support	\$1,995,000	\$997,500	\$714,210	\$283,290	
<b>Sub-Total</b>			<b>\$7,802,757</b>	<b>\$3,631,636</b>	<b>\$2,542,733</b>	<b>\$1,088,902</b>	<b>\$50,000</b>
Royal Jubilee Hospital	Operations and Support Services	D&T Dedicated Heat Recovery Chiller Phase 2	\$1,370,533	\$1,090,533	\$822,320	\$268,213	\$280,000
Royal Jubilee Hospital	Occupational Health & Safety	Bariatric Room 415 Upgrade to 1000 lb	\$50,000	\$50,000	\$50,000	\$0	
Summit	Operations and Support Services	Summit Wayfinding Signage	\$99,000	\$99,000	\$99,000	\$0	
Royal Jubilee Hospital	Operations and Support Services	Data closet cooling redundancy D&T 0117	\$95,000	\$95,000	\$95,000	\$0	
Queen Alexandra Centre for Children	Operations and Support Services	Servery Build	\$25,000	\$25,000	\$25,000	\$0	
Royal Jubilee Hospital/Victoria General Hospital	Operations and Support Services	CBORD/Cerner Diet Order & Allergy Interface project	\$98,284	\$98,284	\$98,284	\$0	
Summit	Operations and Support Services	CBORD - Summit	\$85,000	\$85,000	\$85,000	\$0	
Lady Minto Hospital	Operations and Support Services	Conquest Condensing Hot Water Heater	\$45,000	\$45,000	\$45,000	\$0	
Queen Alexandra Centre for Children	Operations and Support Services	Replace Windows	\$99,000	\$99,000	\$99,000	\$0	
Saanich Peninsula Hospital	Operations and Support Services	Ventilation Fan Motor Replacement	\$77,000	\$77,000	\$77,000	\$0	
Gorge Road Hospital	Operations and Support Services	Roof Replacement	\$1,522,456	\$1,221,560	\$732,936	\$488,624	\$300,896
Royal Jubilee Hospital	Operations and Support Services	Heliport Right of Way	\$99,000	\$99,000	\$99,000	\$0	
Royal Jubilee Hospital	Operations and Support Services	Lenel Care Access - Security	\$201,700	\$201,700	\$121,020	\$80,680	
GAMP and Gorge Road Hospital	Operations and Support Services	Lenel Care Access - Security	\$148,951	\$148,951	\$89,371	\$59,580	
Victoria General Hospital	Clinical Service Delivery / Priority Populations & Initiatives	VGH 4N Safety Improvements	\$300,000	\$300,000	\$180,000	\$120,000	
Lady Minto Hospital	Clinical Service Delivery / Priority Populations & Initiatives	Pass Through Windows - Endoscopy	\$94,000	\$94,000	\$94,000	\$0	
Saanich Peninsula Hospital	Clinical Service Delivery / Priority Populations & Initiatives	Pharmacy Narcotic Vault Build	\$94,000	\$94,000	\$94,000	\$0	
Victoria General Hospital	Clinical Service Delivery / Priority Populations & Initiatives	Security Card Access to Labour Delivery Recovery 3AB for patient and staff security	\$94,000	\$94,000	\$94,000	\$0	
Victoria General Hospital	Clinical Service Delivery / Priority Populations & Initiatives	Security Card Access to Neonatal Intensive Care Unit for patient and staff security	\$94,000	\$94,000	\$94,000	\$0	
Victoria General Hospital	Clinical Service Delivery / Priority Populations & Initiatives	Patient Care Area - Locked Entry Door Upgrades	\$94,000	\$94,000	\$94,000	\$0	
Victoria General Hospital	Clinical Service Delivery / Priority Populations & Initiatives	Pharmacy (Top Up \$1.7 million)	\$1,900,000	\$200,000	\$120,000	\$80,000	\$1,500,000
UPCC #3	Clinical Service Delivery / Priority Populations & Initiatives	Greater Victoria Urgent Primary Care Centre	\$1,900,000	\$1,500,000	\$900,000	\$600,000	\$400,000
Sooke Primary Care Network	Clinical Service Delivery / Priority Populations & Initiatives	Primary Care Home	\$810,000	\$810,000	\$486,000	\$324,000	
View Royal Primary Care Network	Clinical Service Delivery / Priority Populations & Initiatives	Primary Care Home	\$1,600,000	\$1,600,000	\$960,000	\$640,000	
Multiple Sites	Innovation, Analytics & Information	Cloverleaf and Secure Courier - Version Upgrade Project	\$97,000	\$97,000	\$97,000	\$0	
Multiple Sites	Innovation, Analytics & Information	Cloverleaf and Secure Courier - Version Upgrade Professional Services	\$85,000	\$85,000	\$85,000	\$0	
Multiple Sites	Innovation, Analytics & Information	SharePoint 2013 Migration and Decommission	\$89,500	\$89,500	\$89,500	\$0	
Multiple Sites	Innovation, Analytics & Information	Cerner 2018 code upgrade	\$49,000	\$49,000	\$49,000	\$0	
<b>Sub-Total</b>			<b>\$11,316,424</b>	<b>\$8,635,528</b>	<b>\$5,974,430</b>	<b>\$2,661,098</b>	<b>\$2,480,896</b>
<b>Grand Total</b>			<b>\$19,119,181</b>	<b>\$12,267,164</b>	<b>\$8,517,164</b>	<b>\$3,750,000</b>	<b>\$2,530,896</b>

ISLAND HEALTH  
2020/2021 CAPITAL EQUIPMENT LIST

Department	Site	Equipment Name	Qty	Budget	New / Replace
Medical Device Reprocessing	Royal Jubilee Hospital	Cart Washer	1	650,000	Replace
Operating Room	Saanich Peninsula Hospital	Stryker OR Integrated System	1	690,000	Replace
Intensive Care Unit	Royal Jubilee Hospital	Phillips Monitor & Telemetry System (Cardiac)	1	254,412	Replace
Pharmacy	Royal Jubilee Hospital	AcuDose Automated Dispensing Cabinet Replace RJH and VGH - phase 1 of 5	9	1,524,595	Replace
Lab	Royal Jubilee Hospital	Chemistry Analyzer	4	409,476	Replace
Lab	Victoria General Hospital	Chemistry Analyzer	3	307,107	Replace
Medical Imaging	Victoria General Hospital	X-Ray - Siemens Axiom Aristos	1	1,177,000	Replace
Lab	Royal Jubilee Hospital	Automated Digital Slide Review System	1	130,772	Replace
Operating Room	Royal Jubilee Hospital	(GenI) MAS Towers	1	198,702	Replace
Operating Room	Saanich Peninsula Hospital	Infiniti Phaco Machine - Vision System	1	162,000	New
Respiratory Therapy	Royal Jubilee Hospital	Sleepworks & Software	1	102,013	New
Special Hematology	Royal Jubilee Hospital	Coagulation Analyzer	1	106,144	Replace
<b>Total Equipment &gt; \$100,000</b>				<b>5,712,221</b>	
Food Services	The Summit	Summit CBORD Project	1	85,000	New
Public Health Unit	West Shore Urgent Care Centre	UPS Power Hub	1	8,350	New
Westshore Urgent Care Centre	West Shore Urgent Care Centre	Echo Cardio Gram System Mac Vu360	1	21,300	New
Physiatry rehabilitation Clinic	Victoria General Hospital	Physiatry Rehab Ultrasound	1	40,000	New
Laboratory	Victoria General Hospital	Plasma Thawer	1	9,500	New
5 North rehabilitation	Victoria General Hospital	Portascan 3D Bladder Scanner	1	13,892	New
Paediatric Intensive Care Unit	Victoria General Hospital	Software	1	13,000	New
Lab General Services	Victoria General Hospital	Sorval St Clinic Package	1	11,911	New
Pharmacy	Victoria General Hospital	Performance Plus Follet Freezer	1	6,695	New
Acute Care	Saanich Peninsula Hospital	Telligence Upgrade Software	1	7,100	New
Extended Care # 2	Saanich Peninsula Hospital	Meiko Bedpan Washer/Sanitizer	1	36,000	New
Heart Catheterization Lab	Royal Jubilee Hospital	Medrad Avanta Injectors	1	40,000	New
Legal Services & Risk	Royal Jubilee Hospital	Exceptions Import Enhancements	1	68,918	New
Legal Services & Risk	Royal Jubilee Hospital	Upgrade Scheduling Software ESP and WFC	1	16,016	New
Emergency Operations Center	Royal Jubilee Hospital	Video Conferencing Equipment	1	33,000	New
Ophthalmology Surgical Clinic	Royal Jubilee Hospital	Steris Autoclave Sterilizer	1	72,000	New

ISLAND HEALTH  
2020/2021 CAPITAL EQUIPMENT LIST

Department	Site	Equipment Name	Qty	Budget	New / Replace
House Physicians	Royal Jubilee Hospital	Clarius Ultrasound	1	32,500	New
Seniors Mental Health 2SE	Royal Jubilee Hospital	SR45 Totational Tilt Wheelchair	1	6,000	New
Hospitalist	Royal Jubilee Hospital	Hand Held Ultrasound	1	11,000	New
Emergency Management Preparedness	Royal Jubilee Hospital	Portable Morgue	1	70,719	New
Laundry	Queen Alexandra Centre for Children	Washing Machine - Large Capacity	1	13,000	New
Mental Health Unit	Seven Oaks Tertiary Mental Health	Vigil Duress System	1	99,000	New
Food Services	Margaret Moss Building - Public Health	Sanitizing Undercounter Dishwasher	1	9,000	New
Physiotherapy	Lady Minto Hospital	Nustep T5Xr	1	10,412	New
Extended Care Activities	Lady Minto Hospital	Tub Installation	1	5,000	New
Extended Care Activities	Lady Minto Hospital	Arjo Bath tub	1	66,204	New
Food Services	Gorge Road Hospital	Convection Steamer, Gas	1	29,084	New
Operating room	Victoria General Hospital	Camino Monitors for Adult Intensive Care	1	42,082	New
Food Services	Victoria General Hospital	Condenser for Large Sealer	1	11,000	New
Colposcopy Clinic	Royal Jubilee Hospital	Colposcopy Clinic Exam Table	1	9,117	New
Endoscopy	Royal Jubilee Hospital	EBUS Scope	1	6,550	New
Lab Hematology	Royal Jubilee Hospital	Thin Prep 5000 Instrument	1	5,608	New
Food Services	Queen Alexandra Centre for Children	Step In Cooler	1	44,551	New
Microbiology	Royal Jubilee Hospital	Automated Gram Stainer	1	29,120	Replace
Lab	Victoria General Hospital	-20 Freezer	1	18,132	New
Transfusion Services	Victoria General Hospital	Blood Sample Refrigerator	1	14,624	Replace
Lab Hematology	Victoria General Hospital	Automated ESR	1	10,608	New
Special Chemistry	Victoria General Hospital	FTIR Spectrophotometer	1	67,355	Replace
Transfusion Services	Royal Jubilee Hospital	Tissue and Bone Freezer	1	33,524	Replace
Lab Hematology	Victoria General Hospital	Coagulation Analyzer 1	1	48,533	Replace
Lab Hematology	Victoria General Hospital	Coagulation Analyzer 2	1	48,533	Replace
Island Ultrasound	Island Ultrasound	Island Ultrasound Logiq E10 (Room 1)	1	97,604	New
Island Ultrasound	Island Ultrasound	Island Ultrasound Logiq E10 (Room 2)	1	97,604	New
Island Ultrasound	Island Ultrasound	Island Ultrasound Logiq E10 (Room 5)	1	99,222	New
Ultrasound	Royal Jubilee Hospital	Royal Jubilee Logiq E10	1	99,222	New
Ultrasound	Royal Jubilee Hospital	Royal Jubilee Logiq E10 (V2)	1	99,222	New
Medical Imaging Systems	All Sites	Syngo.Via/South Island and MMWP Licenses	1	29,120	Replace
Ultrasound	Victoria General Hospital	Victoria General Hospital Logiq E10 (Room 2)	1	99,222	New
Ultrasound	Victoria General Hospital	Victoria General Logiq E10 (Room 1)	1	99,222	New
Medical Imaging Systems	Royal Jubilee Hospital	Server Replace for RJH Picture Archive	1	95,984	Replace
Extended Care	Lady Minto Hospital	Arjo Bath Stretcher With Scale	1	16,702	Replace

ISLAND HEALTH  
2020/2021 CAPITAL EQUIPMENT LIST

Department	Site	Equipment Name	Qty	Budget	New / Replace
Operating Room	Saanich Peninsula Hospital	Medtronic Microdebridor for EENT and Plastics	1	67,649	New
Extended Care	Lady Minto Hospital	Meiko Bedpan Washer/Sanitizer	1	18,426	Replace
Extended Care	Lady Minto Hospital	Dual Warming Cabinet Blanket Warmer	1	7,070	Replace
Acute Care	Saanich Peninsula Hospital	Acute- Bladder Scanner	1	15,369	New
Emergency	Saanich Peninsula Hospital	Ice Machine	1	7,819	New
Emergency	Saanich Peninsula Hospital	Eyes, Ears, Nose, Throat (ENT) Chair	1	20,456	Replace
Emergency	Saanich Peninsula Hospital	Kan Ban System	1	13,870	Replace
Operating Room	Saanich Peninsula Hospital	Hologic Myosure Hysteroscope and Fluid Management System	1	61,960	New
Operating Room	Saanich Peninsula Hospital	Digital Dental Xray Processor	1	11,734	New
Operating Room	Saanich Peninsula Hospital	Meniscal Repair Instrument Set	2	14,171	Replace
Physiotherapy	Saanich Peninsula Hospital	Physio Nustep Recumbent Cross Trainer	1	10,147	Replace
Operating Room	Saanich Peninsula Hospital	Zimmer Biomet ATS 4000 Tourniquet	1	15,638	Replace
Operating Room	Saanich Peninsula Hospital	Spider Limb Positioner	1	25,719	New
South Unit	Saanich Peninsula Hospital	Abby Ambient Activity Board for Dementia Patients	1	7,425	New
Acute Care	Saanich Peninsula Hospital	Blanket Warmer	1	7,431	New
Intensive Care Unit	Royal Jubilee Hospital	Continuous Renal Replace Therapy Machine	1	50,000	Replace
Emergency	Royal Jubilee Hospital	Rapid Infuser	1	10,000	New
Intensive Care Unit	Royal Jubilee Hospital	Bronchoscope	1	24,752	Replace
Intensive Care Unit	Royal Jubilee Hospital	Critical Care Speciality Beds	8	345,120	New
Intensive Care Unit	Royal Jubilee Hospital	Flexible Bronchoscope	1	24,752	Replace
Intensive Care Unit	Victoria General Hospital	Bronchoscope	1	22,950	New
Intensive Care Unit	Victoria General Hospital	Continuous Renal Replace Therapy Machine	1	50,000	Replace
Intensive Care Unit	Royal Jubilee Hospital	Ultrasound - Point Of Care	1	86,250	New
Intensive Care Unit	Victoria General Hospital	Flexible Bronchoscope	1	24,752	Replace
General Surgery	Royal Jubilee Hospital	Bladder Scanner	2	28,872	New
Intensive Care Unit	Victoria General Hospital	Meiko Bedpan Washer/Sanitizer	1	19,953	New
Clinical Admission	Royal Jubilee Hospital	Umano Bariatric Bed & Mattress	1	21,409	New
Emergency	Victoria General Hospital	5051 Eye Stretcher Chair	1	8,513	New
South 4A	Victoria General Hospital	Bladder Scan BVI 9400	1	19,683	New
Restorative Care 7N	Victoria General Hospital	Bladder Scan BVI 9400	1	19,683	New
Physiotherapy	Victoria General Hospital	Neurogym Sit To Stand Trainer	1	65,789	New
Neuro Electro Diagnostics	Royal Jubilee Hospital	Portable electroencephalogram Machine	1	34,512	New
5 North rehabilitation	Victoria General Hospital	Power Wheelchair	1	5,500	Replace
Occupational Therapy	Royal Jubilee Hospital	Power Wheelchair - Tilt Recline	1	6,822	New
Neurosciences	Victoria General Hospital	Bladderscan BVI 9400	1	19,683	New
7A South Women's Surgery	Victoria General Hospital	Blood Pressure Monitors With ETCO2 Monitoring	4	29,529	Replace
Neurosciences	Victoria General Hospital	Blood Pressure Monitors With ETCO2 Monitoring	4	29,529	Replace
South 5A orthopedics	Victoria General Hospital	Blood Pressure Monitors With ETCO2 Monitoring	4	29,529	Replace
7B South General Surgery	Victoria General Hospital	Blood Pressure Monitors With ETCO2 Monitoring	8	59,058	Replace



ISLAND HEALTH  
2020/2021 CAPITAL EQUIPMENT LIST

Department	Site	Equipment Name	Qty	Budget	New / Replace
Parkinson Move Disorder Cl	Royal Jubilee Hospital	Plinth	1	34,512	Replace
6C General Medicine	Victoria General Hospital	Portable Bladder Scanner (1 Per Unit Listed)	1	15,369	Replace
7B South General Surgery	Victoria General Hospital	Portable Bladder Scanner (1 Per Unit Listed)	1	15,369	Replace
Restorative Care 7N	Victoria General Hospital	Portable Bladder Scanner (1 Per Unit Listed)	1	15,369	Replace
7A South Women's Surgery	Victoria General Hospital	Portable Bladder Scanner (1 Per Unit Listed)	1	15,369	Replace
6D General Medicine	Victoria General Hospital	Portable Bladder Scanner (1 Per Unit Listed)	1	15,369	Replace
South 5A orthopedics	Victoria General Hospital	Portable Bladder Scanner (1 Per Unit Listed)	1	15,369	Replace
5B Subacute	Victoria General Hospital	Portable Bladder Scanner (1 Per Unit Listed)	1	15,369	Replace
Occupational Therapy	Victoria General Hospital	Tilt/Recline Wheelchairs	6	40,929	Replace
South 5A orthopedics	Victoria General Hospital	Vacuum Assited Closure Dressing Device	5	153,537	Replace
Administration	Esquimalt/Westshore Health Unit	Videoconferencing Equipment To Replace Projector	1	31,573	New
Heart Catherization Lab	Royal Jubilee Hospital	Virtual Servers for Hemo System - Core	3	32,335	New
Critical Care Unit D&T 3	Royal Jubilee Hospital	Arctic Sun - Post-Cardiac Cooling Machine	1	38,826	New
Heart Catherization Lab	Royal Jubilee Hospital	Intra-Aortic Balloon Pump Console	1	55,004	New
Medical, Cardio & General Medicine 3S	Royal Jubilee Hospital	Accumax Quantum VPC: Versacare Bed	8	74,880	Replace
Echocardiography	Victoria General Hospital	Echocardiography Ultrasound Machine- Portable	1	72,799	New
Echocardiography	Victoria General Hospital	Echocardiography Ultrasound Machine- Portable	1	67,500	New
Echocardiography	Victoria General Hospital	Echocardiography Ultrasound Machine- Portable	1	67,500	New
Echocardiography	Royal Jubilee Hospital	Echocardiography Ultrasound Machine- Portable	1	67,500	New
Echocardiography	Royal Jubilee Hospital	Echocardiography Ultrasound Machine- Portable	1	67,500	New
Echocardiography	Royal Jubilee Hospital	Echocardiography Ultrasound Machine- Portable	1	67,500	New
Echocardiography	Royal Jubilee Hospital	Echocardiography Ultrasound Machine- Portable	1	67,500	New
Echocardiography	Saanich Peninsula Hospital	Echocardiography Ultrasound Machine- Portable	1	67,500	New
Food Services	Victoria Super Meals	Soupermeals Convection Oven With Stovetop and Sanitizer	1	18,765	Replace
Audiology	Victoria Health Unit	Clinical Diagnostic Audiometer #1 Of 3	1	16,717	Replace
Public Health Unit	West Shore Urgent Care Centre	Back Up Generator for Vaccine Fridges	1	5,959	Replace
Audiology	Victoria Health Unit	Clinical Otoacoustic Emissions (OAE) Equipment	1	10,187	Replace
Home Dialysis Clinic	Royal Jubilee Hospital	Medication Fridge	1	17,553	New
Renal Unit	Royal Jubilee Hospital	Dialysis Chair X 3	3	26,693	Replace
Medical Device Reprocessing	Royal Jubilee Hospital	Pre-Vacuum Steam Sterilizer Small	1	96,782	Replace
Operating Room	Victoria General Hospital/Royal Jubilee Hospital	(Orth) Drills and Saws (14 X Rjh and 7 X Vgh)	21	570,357	Replace
Glengarry Extended Care	Glengarry Hospital	Bath Chair - ARJO Alenti	1	15,412	Replace
Glengarry Extended Care	Glengarry Hospital	New Bath Tub for Fairfield	1	27,232	Replace
The Summit	The Summit	Meiko Bedpan Washer/Sanitizer	3	55,279	New
Priory Extended Care	Priory Hospital	Floor Based Lifts	5	19,748	Replace
Material Porters	Victoria General Hospital	Depot - Airbeds and Toppers	Multiple	119,390	New

ISLAND HEALTH  
2020/2021 CAPITAL EQUIPMENT LIST

Department	Site	Equipment Name	Qty	Budget	New / Replace
		<b>Total Equipment &lt; \$100,000</b>		<u>5,445,631</u>	
		<b>Total Equipment Approved for CRHD</b>		<u>11,157,851</u>	
		<b>Requested Funding from CRHD</b>		<u>2,925,000</u>	

**CAPITAL REGIONAL HOSPITAL DISTRICT BYLAW NO. 401**

\*\*\*\*\*

**CAPITAL EXPENDITURE BYLAW  
BYLAW NO. 176, 2020**

\*\*\*\*\*

WHEREAS the Board of the Capital Regional Hospital District proposes to expend money for the capital expenditures described in Schedule 'A' attached hereto and forming an integral part of this bylaw;

And whereas those capital expenditures have received the approval required under Section 23 of the *Hospital District Act*,

Now therefore the Board of the Capital Regional Hospital District enacts the following capital expenditure bylaw as required by Sections 32 of the *Hospital District Act*,

1. The Board hereby authorizes and approves the expenditure of money necessary to complete the capital expenditures as described in Schedule 'A' attached hereto totalling \$6,705,000.
2. The payment of the portion that the Capital Regional Hospital District is responsible for shall be funded through monies budgeted in the current year of operation.
3. The Board hereby delegates the necessary authority to the Treasurer of the Capital Regional Hospital District to settle the terms of the expenditure.
4. This bylaw may be cited for all intents and purposes as the Capital Regional Hospital District Capital Bylaw No. 176, 2020.

READ A FIRST TIME THIS	22	DAY OF	April	, 2020.
READ A SECOND TIME THIS	22	DAY OF	April	, 2020.
READ A THIRD TIME THIS	22	DAY OF	April	, 2020.
ADOPTED THIS	22	DAY OF	April	, 2020.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Corporate Officer

**SCHEDULE 'A'**

**CAPITAL EXPENDITURE BYLAW NO. 401  
"CAPITAL REGIONAL DISTRICT BYLAW NO 176, 2020"**

<b>Name of Facility</b>	<b>Project or Equipment Description</b>	<b>Project Number</b>	<b>Amount covered by CRHD Bylaw</b>	<b>Amount covered by Province/ Island Health</b>	<b>Total Project or Equipment Cost</b>
Island Health-South Island Health Facilities	2020 Minor Capital Projects	C176-20-XX	\$3,750,000	\$8,517,164	\$12,267,164
Island Health-South Island 2020 Equipment Grant	2020 Capital Equipment	N/A	\$2,925,000	\$8,232,851	\$11,157,851
Mount St. Mary Hospital – 2020 Equipment Grant	2020 Capital Equipment	N/A	\$30,000		\$30,000
		<b>TOTAL</b>	\$6,705,000	\$16,750,015	\$23,455,015



Capital Regional Hospital District

**REPORT TO CAPITAL REGIONAL HOSPITAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 22, 2020**

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**SUBJECT     CRHD Investment Portfolio Holdings and Annual Performance Update**

**ISSUE SUMMARY**

Provide an update on Capital Regional Hospital District (CRHD) investment holdings and performance for the period ended December 31, 2019.

**BACKGROUND**

The CRHD invests operating, capital, and reserve funds in accordance to the *Local Government Act*, Community Charter, and Board approved Investment Policy. The Investment Policy applies to the investment activities for all funds maintained by the CRD, as well as the Capital Regional Hospital District. The types and terms of investments purchased are evaluated conservatively on four fundamental objectives: safety of principal, liquidity, responsible investing, and return on investment.

The policy also provides the minimum ratings of investment vehicles that can be purchased. Currently, investments in chartered banks or savings institutions must be rated R-1 (low) or higher for short-term and A- for long-term. Both ratings indicate a superior credit rating on all investments.

The Investment Policy provides criteria to ensure the capital is preserved and rate of return maximized while maintaining sufficient liquidity. Investments are continuously monitored to ensure the appropriate strategy through known economic and financial conditions.

Investments are continuously monitored to ensure the appropriate strategy through known economic and financial conditions. The CRHD invests net working capital and reserves in a mix of vehicles including high-interest savings accounts (HISA), fixed term guaranteed investment certificates (GIC's) and Municipal Finance Authority (MFA) investment funds. The placement or divestiture of investments are timed with the forecasted need.

**Market Rate Recap – Applies to the CRD, CRHD, and CRHC**

As part of overall portfolio management, staff regularly monitor market trends and key metrics such as the Bank of Canada overnight interest rate, the Government of Canada bond rates and other market commentary issued by banks and investment brokers. Additionally, the MFA provides regular market commentary on developments in offerings and based on outlook reports provided by Phillips, Hager & North Investment Management (PH&N).

In 2019, the Bank of Canada (BoC) held its key overnight rate steady at 1.75% maintaining stability in the prime rate and the rate offered on cash on deposit with the Royal Bank of Canada (RBC). Both the short term high-interest savings accounts and short term GIC's were offering competitive returns when compared to long-term GIC's. The table below presents key indicator rates at December 31 for both 2019 and 2018:

**Table 1: Indicative Market Rates 2019 and 2018**

Rate	2019	2018
Bank Of Canada – Overnight Rate	1.75%	1.25% - 1.75%
HISA	2.46%	1.96% - 2.46%
RBC – Bank Rate	2.30%	1.70% - 2.30%
Fixed GIC – 180 day /1 Year (sample)	1.68% / 2.30%	1.57% / 2.68%

**Investment Marketplace – Applies to the CRD, CRHD and CRHC**

Throughout 2019, HISA rates were highly competitive compared to fixed term GIC products. In many cases, HISA returns were higher than maturities up to terms as long as four (4) years.

Late in 2019, market place offerings were extended by MFA introducing a Fossil Fuel-Free Bond Fund (FFF) and a Pooled Mortgage Fund. Both offerings are responses to demand from local government and both offer the same liquidity and pooled structure as the existing MFA investment offerings.

The FFF Bond Fund invests in securities similar to the existing Bond Fund except that the FFF option excludes those holdings directly related to non-renewable energy extraction, processing, and transportation. This additional screening is estimated to exclude approximately 4% of the population of investible securities compared to the existing Bond Fund. The MFA expects to launch this product in late spring 2020.

The Pooled Mortgage Fund invests in existing PH&N pooled fund products, providing investment exposure to commercial investment grade mortgages. This new mortgage pooled fund was opened for investment in late 2019.

**ALTERNATIVES**

*Alternative 1*

That the Capital Regional Hospital District Investment Portfolio Holdings and Annual Performance Update be received for information.

**IMPLICATIONS**

*Financial Implications*

Overall, the CRHD portfolio of investments reflects the four fundamental objectives of safety of principal, liquidity, responsible investing and return on investment. Investments have been made in keeping with requirements under the Investment Policy Statement. Investment performance was in line with expectations for the year ended December 31, 2019, as described in the following sections of this report.

### Portfolio Holdings

At December 31, 2019, the CRHD held \$25.8 million invested in short-term investments, as outlined in Table 2 below.

**Table 2: Investment – as at Dec 31, 2019**

Investments	Balance (\$millions)	% Share
<b>Investments Short-Term (less than 2 years)</b>		
Scotiabank High Interest Savings Account	\$0.0	0.2%
Scotiabank Notice Plan	21.1	81.5%
CIBC/MFABC High Interest Savings Account	0.0	0.1%
National Bank/MFABC High Interest Savings Account	4.6	17.9%
MFA Money Market Fund	\$0.1	0.3%
<b>Total Investments:</b>	<b>\$25.8</b>	<b>100%</b>

As noted in Table 2 above, the CRHD investment portfolio at December 31, 2019 was distributed 100% to short-term investments. Investments with maturities less than two years are classified as short-term.

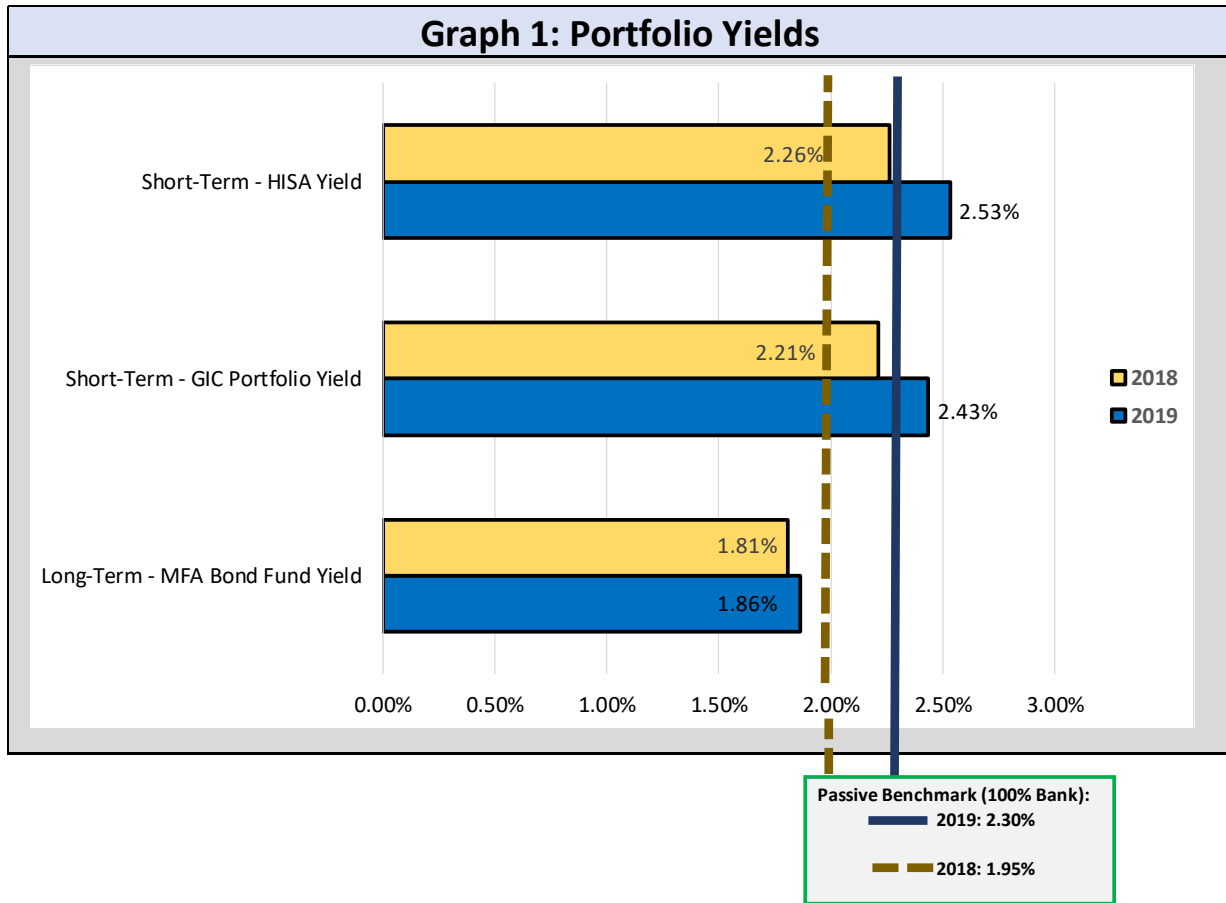
**Table 3: Cash and Reserves Invested – as at Dec 31, 2019**

Investments	Balance (\$millions)	% Share
Land Development Reserve Fund	\$6.1	23.6%
Housing First Health Projects Reserve Fund	1.3	4.8%
Capital and Loan Fund	5.0	19.2%
Hospital District Act Section 20(3) Reserve	3.8	14.5%
Working Capital	\$9.6	37.9%
<b>Total Investments:</b>	<b>\$25.8</b>	<b>100%</b>

### Performance

While the BoC rate remained steady throughout 2019, liquidity requirements remained a key driver in the investment strategy with major capital projects underway such as the Summit Project, along with grants activity similar to that in 2018, resulted in all investments remaining short-term. An active investment management strategy considers the rate environment as well as maturity, driving the turnover of investments to take advantage of the prevailing rate environment. This approach increases investment activity but helps to reduce liquidity risk and interest rate risk.

To take advantage of rate premiums being paid on short-term investments, cash was placed in facilities yielding optimum interest while still meeting liquidity targets. Graph 1 below provides a detailed report on the investment earnings and bank yields for 2019.



During 2019, the GIC investments returned 2.43%, with the HISA deposits yielding 2.53%. The MFA Money Market Fund returned 1.86%, indicative of short-term rates prevailing on marketable securities.

The passive benchmark, included in Graph 1, assumes funds are deposited at the beginning of the year with one hundred percent allocated to the RBC bank account. The benchmark calculation assumes no funds movement throughout the year. This passive benchmark represents the theoretical return experienced from a deposit and hold strategy with no active management strategy and no flows of funds in or out of the accounts during the year.

Table 4 below shows the three year trend on investment interest income (excludes bank account interest). Interest income is distributed annually on a pro-rata basis to reserve accounts and monies held in trust if applicable.

**Table 4: CRHD Investment Income 3-Year Trend (\$ Millions)**

	2017	2018	2019
Interest Income	\$ 0.885	\$ 1.181	\$ 0.971
Effective Rate	1.63%	2.22%	2.51%



The total effective rate of return on investments, during 2019, was 2.51%. The return margin against the benchmark of a passive investment strategy was 0.21%.

**CONCLUSION**

Overall, the Capital Regional Hospital District portfolio of investments reflects the four fundamental objectives of safety of principal, liquidity, responsible investing and return on investment. Investments have been made in keeping with requirements under the Investment Policy Statement and investment performance was in line with expectations for the year ended December 31, 2019.

**RECOMMENDATION**

That the Capital Regional Hospital District Investment Portfolio Holdings and Annual Performance Update be received for information.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: CRD & CRHD Investment Policy



Making a difference...together

# CAPITAL REGIONAL DISTRICT

## LEGISLATIVE POLICY

Section	<b>Finance</b>	
Subsection	Policies	
Title	<b>INVESTMENT POLICY</b>	

### 1. Purpose

The purpose of the investment policy of the Capital Regional District (CRD) is to provide the framework for investment portfolio management. It is the policy of the CRD to invest CRD funds in a manner that will provide the optimal blend of investment security and return while meeting the short and long term cash flow demands and comply with the statutory requirement of the *Local Government Act*.

### 2. Scope

The investment policy applies to all cash operating funds, capital funds and reserve funds.

### 3. Objectives

The investment of funds must reflect a conservative management philosophy based on four fundamental objectives, in the following order of priority:

#### 3.1 Safety of Principal

Investments shall be made to ensure preservation of capital within the portfolio. Preservation of capital is accomplished through placement of funds with creditworthy institutions and through portfolio diversification. Diversification is required to minimize potential losses on individual securities and to maximize the yield from a blend of financial products.

#### 3.2 Liquidity

The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated operating requirements.

#### 3.3 Responsible Investing

Where possible, socially responsible investing (SRI) and green investing criteria will be applied to the selection of investments. The CRD investment program will consider SRI products that adhere to statutory requirements and meet the objectives laid out in this policy. Organizations that adopt a socially responsible investment platform are preferred. Where SRI and green investments are within 5% of maximum available yields, SRI or green facilities will be exercised.

#### 3.4 Return on Investment

The investment portfolio shall be designed with the objective of maximizing returns subject to the risk constraints and liquidity requirements of the CRD.

## **4. Standard of Care**

### **4.1 Prudence**

Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs. Investments will not be made for speculation. Foremost will be consideration for the safety of capital. Staff must be aware of reasonably foreseeable risks, trends and fluctuations in the market, and be able to recognize unreasonable risks whilst ensuring the liquidity of the investment portfolio.

### **4.2 Ethics and Conflict of Interest**

Staff responsible for investing shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions.

### **4.3 Delegation of Authority**

Authority to manage the CRD investment program is granted to the Chief Financial Officer and is derived from Section 237 of the *Local Government Act* as follows:

Section 237: One of the officer positions established under section 234 must be assigned the responsibility of financial administration, which includes the following powers, duties and functions investing funds, until required, in investments referred to in section 183 of the *Community Charter* (investment of municipal funds).

## **5. Credit Risk Monitoring**

In addition to in-house monitoring, the CRD make use of the credit analysis available through its financial institutions, brokers, and credit rating institutions. This includes, but is not limited to the Dominion Bond Rating Service (DBRS), Standard & Poor's (S&P), and Moody's. It must be recognized that the use of any credit analysis is an assessment and not a guarantee for safety of principal.

## **6. Authorized and Suitable Investments**

Money held by the Capital Regional District may be invested or reinvested according to section 183 of the Community Charter subject to the following conditions:

### **6.1 Investments in securities of a chartered bank or savings institution or any province must:**

- i) Have a DBRS rating of R-1 (low) or higher for Short term debt and a rating of A- for Long term debt or Bonds or comparable ratings of another rating organization, indicating equal or superior credit quality (see Appendix 1 of the policy).

### **6.2 Investments in credit union deposits must carry adequate insurance protection through that credit union's respective insurance corporation.**

### **6.3 Investments shall be held in the name of the CRD by approved institutions.**

### **6.4 Investments in any one security issue shall not exceed 10% of that security issue.**

**6.5** Investments with any one financial institution shall not exceed 20% of the District's maximum annual investment portfolio. Due to market fluctuations, maximum percentages may be exceeded at a point in time. Securities need not be liquidated to rebalance the portfolio; however, consideration should be given to this matter when future purchases are made to ensure that appropriate diversification is maintained.

**6.6** The percentage limits specified in items 6.4 and 6.5 do not apply to investments made in securities of Canada or provincially backed deposits.

**6.7** All investments are to follow the constraints laid out per this Investment Policy. If an investment opportunity exists that lies outside of the constraints governing this policy, the Chief Financial Officer can make a recommendation to the Finance Committee to act on the opportunity. Any such investments must comply as an eligible investment defined in the Local Government Act. A maximum investment allocation not exceeding 20% of the total portfolio will be permitted.

## **7. Investment Parameters**

### **7.1 Diversification**

The CRD will diversify its cash reserve investments by security type and institution, taking into consideration the impact on return on investment.

### **7.2 Maturity**

To the extent possible the CRD shall attempt to match its investments with anticipated cash flow requirements. However, because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio shall be continuously invested in readily available funds to meet ongoing obligations. Long term investments may be acquired if the maturity is related to a specific program, and is made to coincide as nearly as practicable with the expected use of the funds attached to that program.

## **8. Competitive Bids**

The CRD shall solicit competitive verbal quotations for the purchase and sale of securities when it is prudent to do so. This policy recognizes that, from time to time, offerings of value may require immediate action. Under such circumstances competitive bids may not be sought provided that value can be substantiated by market data information services.

## **9. Authorized Investment Dealers and Financial Institutions**

A list of approved investment dealers and financial institutions authorized to provide investment services will be maintained by the CRD. All qualified bidders for investment transactions will be members in good standing of the Investment Industry Regulatory Organization of Canada (IIROC), Mutual Fund Dealers Association (MFDA) or the B.C. Securities Commission.

## 10. Safekeeping and Custody

All security transactions entered into by the CRD shall be conducted on a delivery versus payment basis. The Chief Financial Officer must be satisfied that physical possession of the security is in possession or held by a custodial service.

## 11. Policy Review

This policy shall be reviewed periodically by the Chief Financial Officer to ensure congruence with changing activities of the CRD, market conditions, technology, evolving regulatory standards and private industry best practices. In addition, to insure periodic Finance Committee review, this policy will be reconsidered each time the CRD tenders its banking services.

## 12. Reporting

The Chief Financial Officer must report to the Finance Committee annually. The report must identify investment holdings and any deviations from policy.

Approval Date:	September 22, 2013	Approved By:	Board
1. Amendment Date:	May 10, 2017	Approved By:	Board
2. Amendment Date:		Approved By:	
3. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:	Investment Policy approved by Finance & Administration Committee, Nov 28, 2001		

**Appendix 1**  
**Credit Quality Ratings**

	<i>Moody's</i>		<i>Standard &amp; Poor's</i>		<i>DBRS</i>		<i>Grade</i>
Highest Quality	Aaa	P-1	AAA	A-1+	AAA	R-1 (high)	Investment Grade
	Aa1	P-1	AA	A-1	AA (high)	R-1 (high)	
High Quality	Aa2	P-1	AA	A-1	AA	R-1 (middle)	
	Aa3	P-1	AA	A-1	AA (low)	R-1 (middle)	
Upper Medium Grade	A1	P-1	A	A-2	A (high)	R-1 (low)	
	A2	P-1	A	A-2	A	R-1 (low)	
	A3	P-1	A	A-2	A (low)	R-1 (low)	
Medium Grade	Baa1	P-2	BBB	A-3	BBB (high)	R-2 (high)	
	Baa2	P-2	BBB	A-3	BBB	R-2 (middle)	
	Baa3	P-3	BBB	A-3	BBB (low)	R-2 (low)	
Speculative	Ba1	NP	BB	B	BB (high)	R-3	Speculative Grade
	Ba2	NP	BB	B	BB	R-4	
	Ba3	NP	BB	B	BB (low)	R-4	
Highly Speculative	B1	NP	B	B	B (high)	R-4	
	B2	NP	B	B	B	R-5	
	B3	NP	B	B	B (low)	R-5	
Substantial Risk	Caa1	NP	CCC	C	CCC	R-5	
	Caa2	NP	CCC	C	CCC	R-5	
	Caa3	NP	CCC	C	CCC	R-5	
Extremely Speculative	Ca	NP	CC	C	CC	R-5	
Possibly in Default	C	NP	R	R	C	R-5	
Default			D	D	D	D	