



## **Capital Project Plan Royal Jubilee Hospital (Victoria) Patient Care Centre**

### **1. Project Background**

The Royal Jubilee Hospital's inpatient facilities are aging, physically and functionally obsolete, inappropriate for health care, and in urgent need of renewal. They have deteriorated so badly that is not economically feasible to renovate them, and continued use exposes patients, staff, and visitors to real and avoidable physical and health risks. Immediate capital investment in new inpatient facilities at this site is essential.

Renewal of inpatient facilities will provide a unique opportunity not only to increase safety, improve patient outcomes, increase service quality and efficiency and reduce infection levels, but will help achieve broader health care delivery goals including building a sustainable health care system and supporting improved education of health care professionals through enhanced teaching and research facilities.

The project includes 500 acute care beds and necessary infrastructure improvements to the Royal Jubilee site, including: the provision of adequate utility services such as electric power; the creation of additional parking to meet municipal parking requirements; and the relocation of critical programs impacted by the new facility.

This project presents a tremendous opportunity for VIHA to address both current and future health care needs for people across the Island. It will enable us to meet modern health-care best practices, provide care in an effective, efficient way, and attract the very best in health care professionals for years to come.

### **2. Project Objectives**

The goal of the Patient Care Centre project is to provide appropriate, modern and effective acute care inpatient services at the Royal Jubilee Hospital. Our objectives are:

- To meet current and future inpatient care needs;
- To improve safety, efficiency and outcomes for patients, clinicians and staff; and
- To increase the quality of care we provide.

### **3. Project Status**

Preparation for the project has begun. We have:

- Prepared a functional program to confirm the range of services that will be delivered and the approximate size of the building;
- Engaged a quantity surveyor to create a preliminary estimate of project costs;
- Developed a project budget that reflects the preliminary cost estimates;

- Analyzed project risks;
- Held discussions with the City of Victoria, the Capital Regional Hospital District and other stakeholders;
- Selected a general site on the Royal Jubilee Campus (see attached illustration); and
- Received approval from government to proceed to the Request for Qualifications and Request for Proposal stages.

The site we have selected for the construction of the new inpatient facility is a vacant area adjacent to the Royal Jubilee Hospital Diagnostic and Treatment Building that is currently in use as a parking lot. We will preserve two heritage buildings in the vicinity: the chapel and Pemberton Operating Room, but will demolish two buildings that fall within the expected footprint of the new facility.

#### 4. Costs and Benefits

**Project Costs:** Our estimate of the capital cost for this project is \$269 million. We based this estimate on the preliminary functional program developed by the project quantity surveyor, who advises that, in the current market, the cost estimate has an accuracy of +/- 20 percent.

**Project Benefits:** The project will benefit the community by:

- Upgrading inpatient accommodation to replace a series of outdated, inadequate facilities with a single, standardized and modernized facility;
- Meeting inpatient acute care service needs to 2020 and beyond;
- Preparing for future developments in health care practices, equipment and technology by creating flexible, standardized facilities;
- Improving safety and providing a healthier environment for patients, staff and visitors;
- Improving clinical outcomes for patients by reducing infection risks;
- Allowing VIHA to attract and retain the very best health care professionals; and
- Increasing the overall efficiency of inpatient acute care delivery.

#### 5. Project Risks

The major risks associated with the RJH Patient Care Centre generally relate to project scope and functionality, schedule, cost and operating risks.

**Scope and Functionality:** These kinds of risks arise when a building is not sized appropriately, and/or does not have an appropriate design. They may result in lower functionality, less efficient operations, or user dissatisfaction. The measures we will take to mitigate these risks will include:

- Seeking extensive input from users during the functional programming and concept design phase of the project, to help ensure greater user satisfaction and improved integration and functionality of project elements.
- Taking designs to concept drawings before bidding begins. This will reduce the likelihood of oversights and ensure that key functionality components are included.

- Retaining the concept design architect and its team of engineers to act as “shadow consultants” to the Project to reduce the likelihood of oversights.
- Engaging in ongoing consultation with user groups (both clinical and non-clinical) throughout the design development and construction phases.

**Schedule Risk:** This risk arises from the possibility that the procurement process could take longer than expected, the zoning or permitting process could take longer than expected, or the design and construction process could take longer than expected. Measures to mitigate this risk include:

- Engaging Partnerships BC to support our procurement process, and basing all procurement and legal documentation on industry-accepted templates.
- Using a Request for Qualifications process to create a short-list of the best qualified proponents.
- Preparing contractual documentation ahead of time and appending it to the Request for Proposal so that proponents can consider them when they prepare their proposals.
- Including concept design drawings in the Request for Proposal to support procurement.
- Informing the City of Victoria about the project in order to obtain their support.
- Retaining an experienced construction manager to represent VIHA in working with the consortium design and construction leads.
- Providing performance incentives for on-time completion.

**Cost Risk:** This risk arises from the possibility that overall project cost and construction costs may be higher than budgeted. Measures to mitigate this risk include:

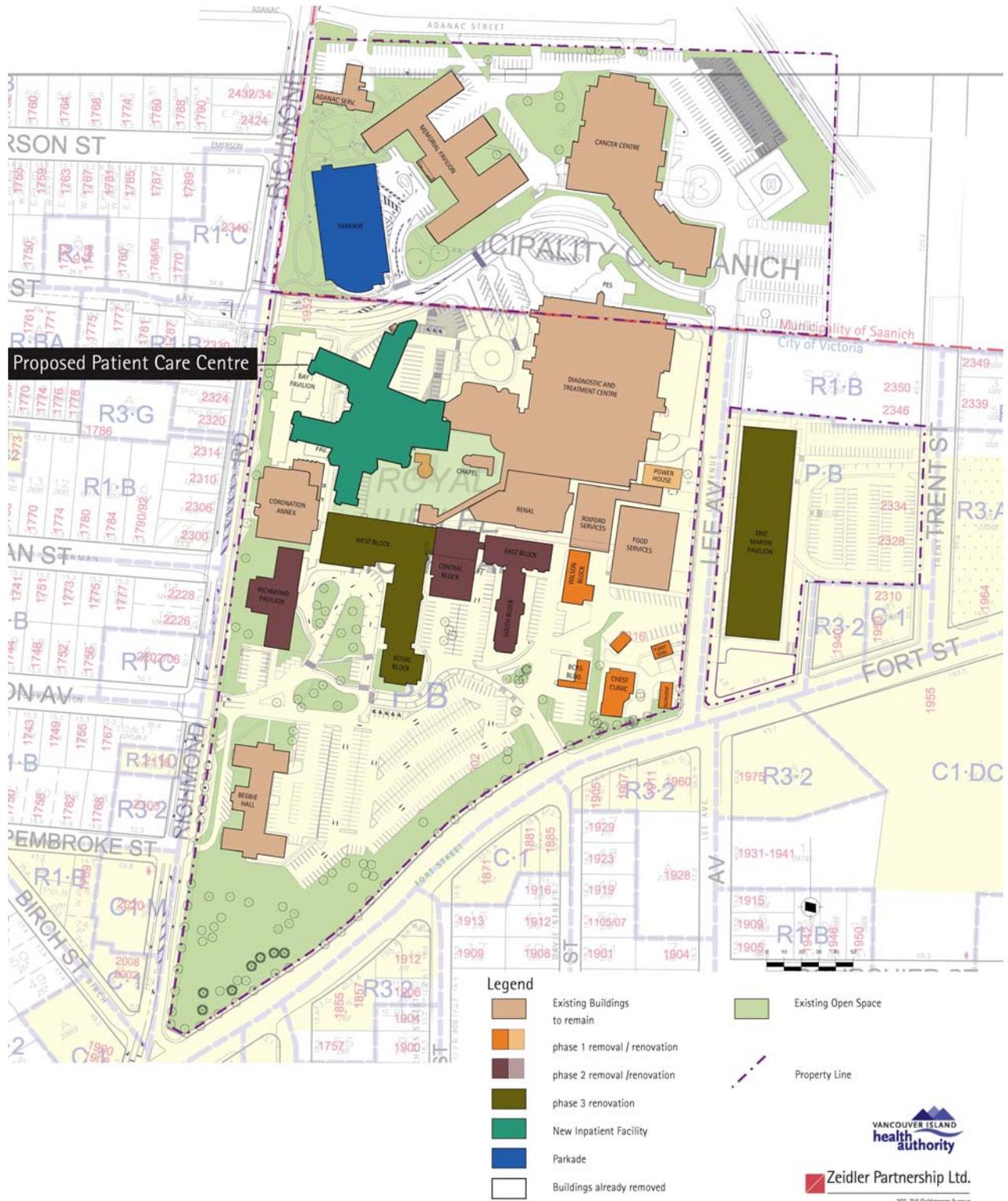
- Basing the preliminary budget on a quantity surveyor report that contains cost contingencies.
- Building estimates of construction-cost escalation and inflation into the budget, based on comparable recent projects.
- Retaining an experienced construction manager to represent VIHA in working with the consortium design and construction leads, to increase the likelihood of on-time and on-budget delivery.

**Operating Risk:** This risk arises if the facility is not well maintained over time and/or if the cost of maintenance is higher than expected. Measures to mitigate this risk include:

- Including detailed performance specifications as part of the Request for Proposal, to ensure adequate maintenance systems, such as mechanical and electrical systems, are provided.
- Requiring that the design/construction consortium include a facilities maintenance expert to advise them during the design and construction process.

# RJH Campus Planned Phasing

(Illustration based on indicative design of Patient Care Centre)



Proposed Patient Care Centre

phase one - patient care centre

victoria, bc

SCALE: NTS

Subconsultant:

Drawing date: 03.27.07  
rev.:



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