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REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, OCTOBER 07, 2020

SUBJECT 2019-2022 Health & Facilities Service Planning

ISSUE SUMMARY

To provide the Hospitals and Housing Committee with an overview of relevant initiatives undertaken by the Health and Capital Planning Strategies Division in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified three initiatives under Health & Facilities, which fall under the Hospitals and Housing Committee's mandate.

Appendix A *Community Need Summary - Health & Facilities 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Health & Facilities - Initiatives Progress Report* provides insights into what has been delivered through the three delivery initiatives that were approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Health and Capital Planning Strategies divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That Appendix A *Community Need Summary - Health & Facilities* be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary - Health & Facilities be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this years' service planning process, staff have been mindful of the fiscal challenges facing the region. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities

Staff have identified three initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Needs Summary - Health & Facilities, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
14a-1	Health Capital Planning (Capital Planner)	Term position to support development and planning for new capital projects for the CRHD	2021 – 2022	1.0 ^{Term}	\$114,085
14a-2	Health Capital Planning (Senior Financial Officer)	Convert an existing term Senior Financial Officer position, created in 2017, to ongoing	2021	1.0 ^{Converted}	\$121,000
14c-1	Healthy Communities Planner	Extension of Term position to facilitate Regional Outcomes Monitoring (ROM) Collaborative, gather data and metrics and support public health bylaw implementation	2021 – 2024	1.0 ^{Term Extension}	\$107,149

Blue highlighted areas are initiatives that directly address a Board Priority.

Delivery Initiatives

14a-1 – Health Capital Planning (Capital Planner)

The Hospital District has grown over the last few years as the Health and Capital Planning Strategies Division has transitioned from a granting function to a development, planning and property management function. The Hospital District Board has identified the need for a new health facility on the Westshore, Saanich Peninsula and Sooke as a priority. As well as ongoing planning and development of existing land holdings such as 950 Kings Road and Oak Bay Lodge. This work is being planned for in addition to existing obligations to property manage a variety of sites and deliver the slate of major and minor capital projects annually.

To date, the increasing workload has been absorbed within the existing staffing capacity (two ongoing positions) but this is becoming increasingly challenging as more projects and responsibilities are added to the division's scope of work. To address this, initiative 14a-1 seeks to increase the Health and Capital Planning Strategies Division's staffing complement by creating a new two-year term position. This position is contingent on securing a new capital project with VIHA. This will enable the division to maintain the existing service levels while planning for the additional projects. The place-holder will assist with the development and planning of new capital projects for the CRHD. The cost of the initiative will be recovered from the CRHD Administration and Feasibility reserve until it can be carried by a new capital project.

14a-2 – Health Capital Planning (Senior Financial Officer)

A term position was established in 2017 to provide additional, financial planning, analysis and reporting to the Health and Capital Planning Strategies Division and the CRHD. Increased resourcing was needed to support growth in both the existing financial activities and the expanded property development and project management scope. The division anticipates this activity will continue and will require this level of financial support to meet the ongoing needs of the division. Initiative 14a-2 therefore seeks to increase the Financial Services Division's staffing complement by converting an existing term position (due to end in December 2020) to ongoing. The cost of this initiative is not an incremental cost in 2021 and will be recovered through the standard allocation.

14c-1 – Healthy Communities Planner

The Health and Capital Planning Strategies Division is responsible for building regional capacity to improve well-being through data and analytics (ROM Collaborative), coordinating a Regional Community Health Network and delivering workshops, tools and resources. This function is currently performed by a term position which is due to end in February 2021. Among other things, the position is responsible for undertaking research related to a range of well-being issues in the region, collecting and analysing data to determine shortfalls and gaps in the existing community support services, and recommending policies and actions.

In March of 2018 the CRD received a three year grant for a total of \$180,000 from Island Health. This initiative seeks to extend the term until the end of March 2024 to ensure that the level of service provided is maintained for the foreseeable future. This will help ensure the continuation of facilitation of the ROM Collaborative, gathering of data and metrics and supporting public health bylaw enforcement. The cost of the position will be recovered through Island Health grant funding. The extension of this position is contingent on receiving Island Health grant funding.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board’s decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary - Health & Facilities be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Michael Barnes, MPP, Senior Manager, Health & 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: Community Need Summary - Health & Facilities
- Appendix B: Health & Facilities - Initiatives Progress Report

Health Facilities

Strategy

Target Outcome

We envision effectively contributing to improved community health and well-being.

Strategic Context

Strategies

- [Regional Housing Affordability Strategy](#)
- [Regional Growth Strategy](#)

Trends, risks and issues

- There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- At the same time, future needs have been identified for which strategies will have to be developed and implementation planning undertaken. This includes the following:
 - The Board has identified a need to explore designated health facilities in Sooke, on the Saanich Peninsula, and in the Westshore.
 - Island Health has identified primary, community, and long-term care as priorities and a major focus. This includes both replacement and new beds in long-term care.
- The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities in order to meet future demands across the region.

Services

Core Services Levels	
Service	Levels
<p>Capital Regional Hospital District (CRHD) Provides the local taxpayers’ share of capital funding to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care in the region.</p>	<ul style="list-style-type: none"> Acute care facilities planning Strategic property acquisition and planning of property development Research, analyze and coordinate with VIHA in preparation of the CRHD’s 10-Year Capital Plan and individual project capital funding requests Monitor expenditures and administration of payments to Island Health and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget
<p>Community Health Includes responsibility for public health bylaws and contracts with Island Health for enforcement and healthy community planning.</p>	<p><u>Public Health:</u></p> <ul style="list-style-type: none"> Enact and enforce public health bylaws Contract with Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement <p><u>Community Health:</u></p> <ul style="list-style-type: none"> Healthy communities planning through data and analytics, including coordination of Regional Outcomes Monitoring (ROM) Collaborative. Capacity-building and public engagement through consultation, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed.
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
14a-1	Health Capital Planning	Term position to support development and planning for new capital projects for the CRHD	2021 - 2022	NEW Not started	1.0 ^{Term}
14a-2	Health Capital Planning	Convert an existing Senior Financial Officer position, created in 2017, to ongoing	2021	NEW Ongoing	1.0 ^{Converted}
14b-1	Public Health Bylaws	Work with Island Health to develop & enforce public health bylaws	2021	Ongoing	
14c-1	Healthy Communities Planner	Extension of Term position to facilitate ROM Collaborative, gather data and metrics and support public health bylaw implementation	2021 - 2024	NEW Ongoing	1.0 ^{Term Extension}

*New – Initiatives not in the 2019-2022 Corporate Plan

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> • Capital Regional Hospital District (CRHD): All municipalities, electoral areas (EAs), First Nations, non-profit providers, community, Island health, school districts, and other community planning and funding partners and numerous community foundations. • Community Health Service: All municipalities, EAs, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners, such as the United Way, and numerous community foundations. • Support Services: varies by service <p>Funding Sources</p> <ul style="list-style-type: none"> • Capital projects, requisition (CRHD and CRD)

Reporting Structure

- [CRHD Board](#)
- [CRD Board](#)
- [Hospital and Housing Committee](#)

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
<p>Metric 1: Meet the annual contribution of health infrastructure to minor capital projects and equipment.</p> <p>Definition: Projects with total value 100K<\$2.0M. Breakdown: Projects \$3.75M; Equipment \$2.955M</p> <p>Source: Schedule B; 2020 Capital Expenditures (approved by Board March 18, 2020)</p>	\$6.7M	\$6.7M	\$6.7M
<p>Metric 2: Meet the annual contribution of health infrastructure to major capital projects.</p> <p>Definition: Projects with total value >\$2.0M.</p> <p>Source: 2020: Schedule B; 2020 Capital Expenditures (approved by Board March 18, 2020)</p> <p>Source: 2021 Draft Capital Plan as of Sept 8, 2020</p>	\$30.9M	\$25.7M	\$28.0M

Discussion

Link to Target Outcome

New, improved or upgraded health facilities contribute to better health and well-being outcomes for the region. The ongoing investments made in major and minor capital projects are an indicator of improved health facilities offering.

Health Facilities

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
14a-1	Health Capital Projects and Funding	<ul style="list-style-type: none"> Worked with Island Health in 2020 to delivery capital plan (see CRHD 10-year Capital plan) Subsequent initiative has been submitted in 2021 to add one two-year term position to staff complement to maintain service levels as scope of work increases.
14b-1	Public Health Bylaws	<ul style="list-style-type: none"> Continue to work with Island Health to enforce public health bylaws. New no smoking signs have been purchased and distributed to all municipalities and electoral areas. Municipalities and electoral areas have been directed to replace signage by 2021. Contract with Island Health for Public Health Bylaw enforcement renewed for 2020.
14c-1	Health Data and Analytics	<ul style="list-style-type: none"> Continue to coordinate data and metrics efforts with the Regional Outcomes Monitoring (ROM) group through workshops, resource sharing, and relationship building between sectors. Data and indicators have been identified for 9 out of the 10 social determinant of health goal areas. Subsequent initiative has been submitted in 2021 to extend the term position accountable for the work until 2024 to continue progressing this core service.

* New - Initiatives not in the 2019-2022 Corporate Plan