

# CSRHD Strategic Planning Report

COMOX STRATHCONA  
REGIONAL HOSPITAL DISTRICT



**August 22, 2018**

Prepared by A.M Habkirk BA MA MPA MCIP

## BACKGROUND

This report documents the meeting of the CSRHD Board held on June 7, 2018 which provided an opportunity for the Board to consider future Board planning and policy with respect to funding of health-related facilities and services beyond “hospitals.”

At the present time the Comox Strathcona Regional Hospital District (CSRHD) provides funding for capital equipment and capital projects for the two main hospitals and small named facilities throughout the Comox Valley and Strathcona Regional Districts in accordance with its financial planning policy.

The current Board of the CSRHD has overseen the completion of the North Island Hospitals Project in the fall of 2017 contributing \$240.7 million towards the overall \$606 million project cost. Financing of this project will be completed in 2028. With this project complete and a relatively short debt repayment horizon the Board turned its mind in April 2015 to future strategic directions for the CSRHD. In the period from 2015 to 2018 the Board explored the possible funding of health-related facilities beyond “hospitals” as presently permitted by legislation and lobbied for modernization of the Provincial Hospital District Act legislation to enable Hospital Districts to undertake such funding.

The Board has previously considered this topic at several meetings and in several reports as follows:

- Staff Report Survey results - residential care funding by regional hospital districts Sep 4, 2015
- Bayne Report October 15, 2015
- Briefing Note Strategic Priorities Discussion June 2016
- Staff Report Province of BC – Ministry of Health – Hospital District Act May 19, 2017
- Staff Report – Strategic Planning History March 2, 2018

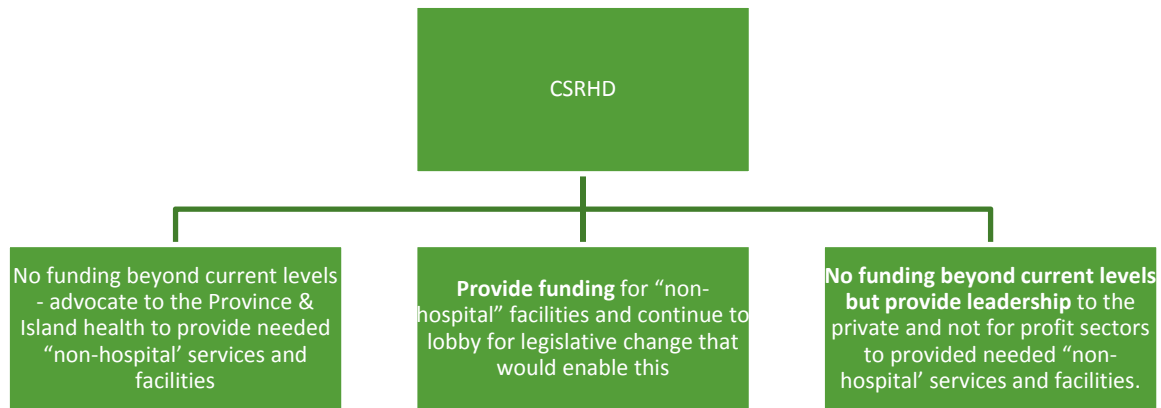
The primary goal of the June 7, 2018 discussion was to gain clarity from the Board on what specific directions they wanted to pursue with respect to funding “non-hospital” related service.

## BOARD DISCUSSION

Following a brief overview of the history of the topic from senior staff, the Board engaged in a discussion focused on three alternative paths for future work:

1. **No funding beyond present levels and advocate** to the Province and Island Health to provide increased needed “non-hospital” services and facilities;
2. **Provide funding** for “non-hospital” facilities and continue to lobby for legislative change that would enable this;
3. **No funding beyond present levels but provide leadership** to the private and not for profit sectors to provide needed “non-hospital” services and facilities.

These three alternative paths were represented on a flipchart as shown in Figure 1 and were the focus of the Board’s discussion.



**Figure 1 Policy Alternatives considered by the CSRHD Board**

A fulsome discussion took place on the three alternatives. The Board generally agreed on several key points:

- Currently there is little support for the CSRHD to allocate or plan to allocate monies to directly fund “non-hospital” services and facilities.
- There remains an interest in seeing developed by Island Health additional “non-hospital” services and facilities to service the residents of the CSRHD area.
- There is support for continued advocacy to the Province and Island Health by the CSRHD Board for additional “non-hospital” services and facilities to service the residents of the CSRHD area.

## RECOMMENDATIONS & NEXT STEPS

Although the discussion of the CSRHD Board on June 7, 2018 provides some measure of clarity on the issue of funding for “non-hospital” services and facilities to service the residents of the CSRHD area, it is recommended that this report and its recommendations be considered by the current CSRHD Board and forwarded to the newly elected Board for its consideration in late 2018 or early 2019.

If the new CSRHD Board has an interest in continuing discussions on new services and facilities the following steps are recommended:

**Recommendation 1:** The CSRHD should establish a “Non-hospital” Services and Facilities Committee of 3-5 members representing urban and rural areas from the two-member Regional Districts to provide leadership to the Board on the topic and to be the voice of the CSRHD on advocacy and lobbying efforts with Island Health. Such a Committee could then initiate meetings with Island Health and do the work of relationship building and advocacy for the Board. Further it could solicit input from the Board and report back on specific areas of advocacy.

**Recommendation 2:** Due to the large size of the CSRHD, it is extremely difficult to discuss complex topics such as prioritizing the wide range of services and facilities the Board may wish to advocate for and yet there is a need to focus efforts on few specific areas of advocacy. It is therefore suggested that a simple survey of the Board be conducted that would ask the Board to rank in order of importance a wide range of services and facilities. This could be done using a simple online survey. The survey could draw on previous Board discussions on services and facilities such as: clinics, residential care facilities, temporary accommodation associated with hospital-based care, pre-admission and post-discharge accommodation for rural residents who must travel to the region’s urban centres for care, outpatient accommodation, shelter and housing, and expanded services such as Meals on Wheels.

## APPENDIX 1: MEETING AGENDA

<b>Comox Strathcona Regional Hospital District Strategic Planning Workshop Agenda</b> June 7, 2018	
1:00 pm – 1:10 pm	<b>Welcome &amp; introductions</b>  <b>What do we hope to accomplish at this workshop?</b>
1:10 pm – 1:30 pm	<b>Background – where are we at</b> <ul style="list-style-type: none"> <li>• <b>Brief history of the North Island Hospital initiative</b> – financing history, funding schedule, where we are at now</li> <li>• <b>Brief history of CSRHD strategic priorities</b> <ul style="list-style-type: none"> <li>• Staff Report Survey results - residential care funding by regional hospital districts Sep 4, 2015</li> <li>• Bayne Report October 15, 2015</li> <li>• Briefing Note Strategic Priorities Discussion June 2016</li> <li>• Staff Report Province of BC – Ministry of Health – Hospital District Act May 19, 2017</li> <li>• Staff Report – Strategic Planning History March 2, 2018               <ul style="list-style-type: none"> <li>○ Potential funding shift to CSWM</li> </ul> </li> </ul> </li> <li>• <b>Local government’s role in co-funding health initiatives (TBD)</b></li> </ul>
1:30 pm – 2:00 pm	<b>What initiatives &amp; recommendations have been on the table in the recent past</b> <ul style="list-style-type: none"> <li>• <b>Advocacy for legislative change</b></li> <li>• <b>Continue to fund traditional services</b> e.g. hospital facilities, repurposing St. Joseph’s Hospital</li> <li>• <b>Explore funding non-traditional expanded facilities</b> <ul style="list-style-type: none"> <li>○ e.g. clinics, residential care facilities, temporary accommodation associated with hospital-based care, repurposing St. Joseph’s Hospital, pre-admission and post-discharge accommodation for those rural</li> <li>○ residents who must travel to the region’s urban centres for care/outpatient accommodation, shelter and housing,</li> </ul> </li> <li>• <b>Explore expanded services</b> <ul style="list-style-type: none"> <li>○ e.g. Meals on Wheels, rehabilitation services in recreation centres</li> </ul> </li> </ul> <p><b>Other initiatives the Board is interested in exploring?</b></p>
2:00 pm – 2:45 pm	<b>Which of these should remain on the table?</b>  <b>Are there limits to what the Hospital Board is willing to consider co-funding? Can any of these come off the list?</b>  <b>What is the order of priority of the initiatives remaining on the list?</b>
2:45 pm – 3:00 pm	<b>Next steps</b>