



Staff Report

DATE: February 20, 2020

FILE: H-G

TO: Chair and Directors
Regional Hospital District Board

FROM: Russell Dyson
Chief Administrative Officer

Supported by Russell Dyson
Chief Administrative Officer

RE: **Strategic Planning – Process Description**

R. Dyson

Purpose

To introduce a process for strategic planning with the Comox Strathcona Regional Hospital District Board of Directors.

Recommendation from the Chief Administrative Officer

THAT the Comox Strathcona Regional Hospital District (CSRHD) recognize its current mandate as being to provide capital funding support to Island Health for acute care purposes at named facilities;

AND FURTHER THAT the CSRHD Board of Directors approve the process for strategic planning, which includes

- recognizing the current mandate and
- developing a common understanding of the potential expansion of the mandate, and means to deliver on that expanded mandate,

as described in the staff report dated February 20, 2020.

Executive Summary

The CSRHD Board has expressed an interest in engaging “in a strategic planning session in 2020 to review and confirm its mandate including the purpose of the future expenditure reserve funds”.

Appendix A to this report describes a process that could be followed to respond to the Board’s interest.

Timing to achieve this process would extend over the course of 2020, positioning the Board to incorporate financial elements in the 2021 budget if the Board opts to change its current mandate.

Next steps would:

- Introduce materials that provide a common understanding of the
 - o CSRHD’s current mandate and
 - o areas into which the CSRHD Board may have an interest in expanding its mandate.
- Identify where, in relation to a potential expanded mandate, the greatest needs or value exist for the CSRHD communities.
 - o Island Health would be engaged to assist with this identification.

- Describe the approach taken by the Capital Regional Hospital District to partner with Island Health at The Summit at Quadra Village for long-term care beds, as an example of delivering on an expanded mandate.

A facilitated session is envisioned for later in 2020, following the steps noted above, to seek a decision from the CSRHD on maintaining its current mandate or expanding upon its mandate.

For reference, as approved in February 2019, the CSRHD Board recognized its mandate is “to provide capital funding support to Island Health for acute care facilities.” The Board further recognized the important role that municipalities and regional districts can play in advocating for health care services and programs in their communities. The staff report and background material for the previous strategic planning process is available on the CSRHD website at: http://agendaminutes.comoxvalleyrd.ca/Agenda_minutes/HospitalBoard/RHD/07-Feb-19/v_20190123%20SR%20Dyson%20Strategic%20Planning%20and%20background%20for%20CSRHD%20Board.pdf

Engaging in a strategic planning session that explores the current mandate and potential future opportunities could provide some purpose and direction for accumulating a future expenditure reserve fund, which is estimated to be \$17.9 million at the end of 2019.

The 2020 provisional budget includes an allowance of \$20,000 for professional fees to support the strategic planning process.

Prepared by:

J. Warren

James Warren
General Manager of Corporate Services

Stakeholder Distribution (Upon Agenda Publication)

None	✓
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Attachments: Appendix A – “CSRHD Road Map for Strategic Planning: Mandate Review”

Appendix A: CSRHD Road Map for Strategic Planning: Mandate Review

The following steps and components comprise the road map for strategic planning at the Comox Strathcona Regional Hospital District, beginning in early 2020, to review its current mandate and consider future service delivery options and opportunities.

