Providence Health Care Redevelopment Update

Providence Health Care is currently in the midst of two important streams of redevelopment planning:

- The new St. Paul’s and integrated health campus planning – which is part of a formalized process involving the Ministry of Health, Vancouver Coastal Health, PHSA, Fraser Health, UBC and other stakeholders; and
- Residential redevelopment planning – which will eventually link with St. Paul’s redevelopment planning to form an overall integrated plan for PHC redevelopment.

The following summarizes and provides latest updates on these initiatives.

The new St. Paul’s

On April 13, 2015, the Ministry of Health and Providence Health Care announced that a brand new St. Paul’s Hospital and integrated health campus is to be built at Station Street.

The new St. Paul’s is a bold plan and catalyst for transforming health care for the people of Vancouver and British Columbia by, first and foremost, placing patients at the centre of care.

The new St. Paul’s will be an academic health sciences centre, continuing our acute, critical care and tertiary/quaternary services to ensure excellence in care, research and teaching.

Importantly – and guided by the Ministry of Health’s vision for patient-centred care and improved overall population health – the new St. Paul’s will look at opportunities for new integrated services that treat patients through vital primary care and support programs on the Station Street health campus and into the broader community with such partners as Vancouver Coastal Health and other providers.

It’s an exciting project that builds on St. Paul’s current provincial leadership role and proven reputation of excellence in numerous areas, including the delivery of provincial and local cardio-pulmonary services, highly specialized HIV prevention and care, kidney care, mental health, addictions and seniors care. Adding primary and community care services to our planning will help us to develop integrated care paths with our partners that improve patient journeys, transitions and access to care, and will result in a more seamless, patient-centered continuum of care.

New St. Paul’s Business Plan, Clinical Plan Update:

Providence Health Care is at a pivotal and exciting stage in this planning process.
We’re working with the Ministry of Health and all our key partners – patient representatives, community stakeholders, staff, medical staff, researchers, Vancouver Coastal Health, Fraser Health, PHSA, UBC and others – to deliver on the first major phase of the project: the completion of a business plan to be submitted to the provincial government next year.

The first main component of the business plan is the development of a clinical plan for the new St. Paul’s. This step involves identifying current care being delivered by St. Paul’s to our patient populations and communities, what their future health needs will be, and how best to integrate new solutions into the broader community and primary care networks.

We have done an initial wave of engagement with the community and with our staff, program leaders, physicians/medical staff, research leaders and partners.

This initial phase provided helpful feedback and suggestions on the health care needs of our patients and communities. We also received excellent suggestions on how to improve the planning process to better address our internal and external stakeholders’ needs.

Over the past two weeks, the St. Paul’s redevelopment planning team – assisted by our clinical planning partners KPMG – has been working closely with our medical staff, research, PHC program leadership and other partners to improve the clinical planning and engagement process. With their help, we’re designing the clinical planning to be more hands-on, more focused, comprehensive and tangible, while being guided by evidence and patient data to determine our future state.

In the coming days, we will be providing more details and dates on the next wave of internal and external meetings and planning sessions on the clinical plan. Stay tuned!

**People, Resources, and Partners Update:**

*Miriam Stewart Appointed*

It’s the redevelopment planning team’s pleasure to welcome **Miriam Stewart** as Interim Chief Clinical Planner, the position formerly held by Darlene MacKinnon, who left Providence on November 12. Miriam is providing important leadership until a full-time Chief Clinical Planner is hired. Welcome, Miriam!

Miriam’s secondment from her Program Director, Acute/Access Services position requires numerous operational back-fill changes, which **Leanne Heppell**, Vice President, Acute Care & Chief of Professional Practice and Nursing, will be communicating organization wide shortly.

*Cindy Brooke Appointed*

Cindy Brooke has joined the St. Paul’s redevelopment planning team as Assistant Chief Project Officer. Cindy has extensive health-care major capital projects experience, having worked for Fraser Health and Vancouver Coastal Health in a variety of planning and development management roles. Recently, she worked as Project Director for the Surrey Memorial Hospital redevelopment project. Cindy will bring further expertise and diligence in ensuring our business plan deliverables and timelines are achieved.

*Kendra McPherson’s Expertise*
The St. Paul’s Redevelopment planning team is also being assisted by Kendra McPherson on a temporary basis. Kendra is well-known in the health-sector as a project management expert and is working with us to help better integrate the various streams of planning and reporting processes.

**Perkins+Will Selected**

The project is also excited to welcome aboard new partners. We have selected Perkins+Will, in association with Sterling Planning Alliance, as the team that will work with us on the functional program, and indicative design phases of the business plan. These phases will use the clinical plan to develop facility, space and design requirements for the new St. Paul’s and integrated health campus. To allow for smooth transition from the current clinical planning phase to the future functional planning phase, Perkins+Will will be embedded right away into our planning activities.

Consistently ranked as a top firm for health care design, Perkins+Will brings international expertise to our project. Known for innovation in sustainable and resilient design, their work includes major health care campus transformations, such as The John Hopkins Hospital in Baltimore, Rush University Medical Center in Chicago, and Spaulding Rehabilitation Hospital in Boston.

**Project Website**

A dedicated project website is under development. It will be designed to be a hub for information sharing and a digital engagement tool to gather feedback and encourage discussion with staff, medical staff, and all internal and external stakeholders.

The website, our continuing consultation and engagement activities, our proactive storytelling through the media with the assistance of our staff, physicians/medical staff and researchers, and the continuing leadership from the St. Paul’s Hospital Foundation in building positive community, donor and philanthropic support are just some of the ongoing activities helping raise awareness and building momentum for the new St. Paul’s.

**Residential Care Redevelopment – Update**

Our residential care renewal planning envisions developing a clinical plan that will identify future needs for the residents receiving care at Providence Health Care. This will then support the development of a functional program that will be translated into building design. The scope of the Residential Care Redevelopment includes both new buildings on our St. Vincent’s – Heather Site and renewal of some of our current residential care homes.
Stakeholder engagement has been achieved through the Residential Care For Me initiative which has engaged residents, families, staff, medical staff, and communities. Robena Sirett, who is leading the clinical planning, and her team have completed the “current state” planning work, which was informed through data collection, observation, photographing, interviews, focus groups and forums.

The data collected through the Residential Care For Me project informs not only the current state but desired future state. An initial ideation session has been held, which resulted in discussion of potential solutions and concepts for implementation at our current residential care homes and will influence how care will be provided in the future.

Recommendations from the Residential Clinical Plan will be validated by residents, families, staff and medical staff through the month of January 2016.

For more information
If you have questions or concerns regarding the above initiatives, please contact one of the following:

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For Residential Care Redevelopment Planning:
- David Thompson, Vice President, Seniors Care and Chief Quality, Safety & Performance Improvement Officer, Tel: 604-806-8888
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For Redevelopment Communications and Stakeholder Engagement:
- Shaf Hussain, Vice President, Public Affairs, Communications & Stakeholder Engagement, Tel: 604-806-8566