Date:

Monday, November 17th, 2003

Place:

Anderson Room Richmond City Hall

Present:

Mayor Malcolm D. Brodie, Chair

Councillor Linda Barnes Councillor Derek Dang

Councillor Evelina Halsey-Brandt Councillor Sue Halsey-Brandt Councillor Rob Howard

Councillor Rob Howard
Councillor Kiichi Kumagai
Councillor Bill McNulty
Councillor Harold Steves

Call to Order:

The Chair called the meeting to order at 4:00 p.m.

MINUTES

1. It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on Monday, October 6th, 2003 and on Thursday, October 9th, 2003, be adopted as circulated.

CARRIED

DELEGATION

2. VANCOUVER COASTAL HEALTH — Health Issues in Richmond (15 Minute Presentation including PowerPoint) (File No.: 0151-01)

Dr. Jeff Coleman, Chief Operating Officer, Richmond, introduced Dr. Nick Braithwaite, Senior Medical Director, Richmond Health Services; and Lesley Wood Bernbaum – Senior Community and Government Relations Advisor, to the Committee.

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Dr. Coleman, through a PowerPoint presentation, then spoke about the delivery of health service to Richmond. A copy of the presentation is attached as Schedule A and forms part of these minutes.

At the conclusion of the presentation, discussion ensued among Committee members and the delegation on:

- how the City and the Hospital Board could communicate; the rationale for such arequest and whether communication between the City and Vancouver Coastal Health was effective; the need for more in-depth information being given to Council; the need for communication with the City prior to the implementation of new processes, especially during these times of service cuts
- the type of hospital which the Richmond Hospital was being developed as
- the provision of core services at Richmond Hospital which would be necessary to deliver a majority of health services within the City, and the need to share this information with the community
- whether Richmond was receiving its fair share of hospital funding from the Federal and Provincial governments
- the Deloitte & Touche Study and whether hospital staff had been consulted about the proposed changes as a means of improving staff morale
- Sustainable Workforce Initiatives and how service levels could be maintained despite reductions in the number of fulltime employees
- how Vancouver Coastal Health was promoting wellness in the community
- the complaints being received by City Council with regard to the operation of Richmond Hospital and whether a standing committee of Council was needed to deal with health issues
- the 'dollars' being spent on a per capita basis in Richmond as compared to the City of Vancouver
- whether the proposed reductions in service at Richmond Hospital would have an impact on the Kidney Dialysis and Oncology Programs
- whether there were any plans being formed to transfer surgical daycare to another hospital
- the proposed development of the "Campus of Care" concept and whether the continuity of care would be lost; and whether the entire medical history of a patient would still be available even if that person visited five different health care providers

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- the proposed removal of Registered Nurses from certain areas as a way of optimizing staffing levels; the impact which this could have on the patients at Minoru Place; and the duties of the medical staff at this facility
- the use of licenced Practical Nurses and Patient Care Aides in place of Registered Nurses
- the need to change nursing models which were created over forty years ago to methods which would result in the better operation of the hospital.

As a result of the discussion, the following **referral** motion was introduced:

It was moved and seconded

That the matter of the delivery of health services within Richmond be referred to staff for discussion on (i) the possible formation of a health liaison committee, and (ii) other arrangements which may be approved for better communication with Vancouver Coastal Health.

CARRIED

The Chair thanked the delegation for their presentation, and they then left the meeting.

PARKS, RECREATION AND CULTURAL SERVICES DIVISION

3. STEVESTON INTERURBAN TRAM – REVENUE GENERATION OPTIONS

(Report: Oct. 30/03, File No.: 6520-05) (REDMS No. 1006578)

The Director, Recreation & Cultural Services, Kate Sparrow, accompanied by the Manager, Community Recreation Services, Vern Jacques, advised that since the preparation of the staff report, correspondence had been received from the Richmond Heritage Railroad Society, which advised of the group's recent formation. A copy of the correspondence is on file in the City Clerk's Office.

Discussion ensued among Committee members and staff on the proposed recommendations. Concern was expressed about the interpretation of Recommendation No. 2 in relation to the correspondence received from the Richmond Heritage Railroad Society, which indicated in part, that the Society would be 'undertaking fundraising efforts to secure funds form a part or all of the funding required to design, build and operate a heritage railroad ...'. The suggestion was made that staff contact representatives of the Society to clarify whether the Society intended to operate the Steveston tram.

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Discussion continued, during which in response to questions about the amount of staff time which would be required, advice was given that staff would be providing assistance with the preparation of the letters and supporting material for presentation to potential sponsors, however, a staff person would not be dedicated fulltime to the project and would not be actively involved in any fundraising activities.

The request was made during the discussion that staff provide (i) a map which delineated the proposed route of the tram, from east to west, to either the Gulf of Georgia Cannery or to Garry Point Park, and (ii) a breakdown of the proposed budget including an itemization of expenses.

Mr. Sean Lawson, a Director of the Richmond Heritage Railroad Society, stated that the Society was looking forward to working with staff on the project. He advised that it was the Society's thought that staff would pursue federal and provincial grants while the Society would seek funding from private businesses and community organizations. Mr. Lawson added that the Society had been divided into two components, fundraising and technical. He added that the Society would be providing a clear business plan with a breakdown of all costs.

Mr. Dana Westermark, also a member of the Society, indicated that the Society did not want to be responsible for the operation of the tram, however, if the Steveston Interurban Restoration Society was unable to operate the tram, the objective of the Heritage Railroad Society was to put together a working railway.

Discussion continued briefly on the question of whether the Heritage Railroad Society intended to operate the tram, and the suggestion was made that the specific wording referred to in the correspondence, be changed to read "and support the operation of the tram".

It was moved and seconded

- (1) That the sponsorship and granting sources (listed in the report dated October 30th, 2003, from the Director, Recreation & Cultural Services), be received for information..
- (2) That the formation of a community based fundraising committee for the development of tram infrastructure, be encouraged.
- (3) That staff prepare letters of support, on the behalf of Council, for sponsorship requests and funding applications and that the Mayor be authorized to sign such correspondence on Council's behalf.

CARRIED

Monday, November 17th, 2003

ADJOURNMENT

It was moved and seconded That the meeting adjourn (5:27 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, November 17th, 2003.

Mayor Malcolm D. Brodie Chair Fran J. Ashton
Executive Assistant, City Clerk's Office

Costa Health Vancouvel

Promoting wellness. Ensuring care.

A Health Service Delivery Area Richmond Health Services Vancouver Coastal Health

Dr. Jeff Coleman, Chief Operating Officer,

November, 2003



Overview



Current Status at Richmond Health Services (RHS) (Past and Present)

The Future: The 8 VCH Strategies and where they take RHS

Impact of Funding Challenge on RHS

A. Sustainable Workforce

B. Sustainable Improvements

V. The "Net" Investments to date



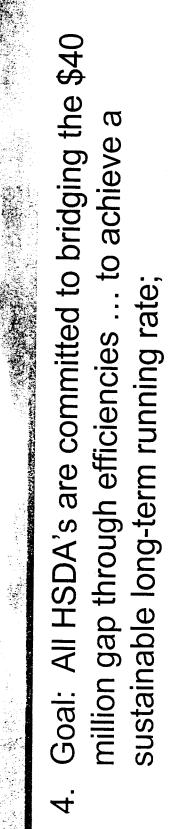
KEY MESSAGES

- equitable access to services across all of the The Board, CEO & COO are committed to HSDA's of Vancouver Coastal Health.
- VCH is committed to a robust health delivery system in each of its HSDA's.
- Total VCH funding frozen at 2002/2003 evels
- Wages/benefits/inflation \$147 million shortfall
 - Remaining gap \$40 million
- VCH budget —\$1.9 billion 2003/2004
- RHS budget \$125 million 2002/2003;
 \$132 million 2003-2004



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- Achieve "at or better than" national best practices of efficiency and cost effectiveness
- Maintain appropriate service levels
- Avoid "across the board" service cuts
- 5. Inequities between HSDA's will be addressed.
- investment will only be made when we have reliable 6. Inequities, resource transfers and new resource data to support.



Overview

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- Key Messages
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. Current Status At RHS (Past and Present)

Challenges:

- Residential Care Beds & Seniors Assisted Living Capacity
 - Palliative Care Services
- Acute Mental Health Capacity
- Surgical Care Capacity
- Hips & Knees
- Surgical Day Care
 - Endoscopies
- 5. Diagnostic Imaging Equipment
 - CT Scanner
- **Nuclear Medicine**
- 6. Clinical Information System



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THE FUTURE: 8 VCH Strategic Directions - where they take RHS

1. ONE ACUTE NETWORK

- Regional Emergency Services Coordination
- Regional Surgical Services Planning
- Siting
- Efficiencies (increased surgical day care, reduce beds)
- Standardize indications
- Documented shortfalls



THE FUTURE: 8 VCH Strategic Directions - Where they take RHS 2

RHS To Date:

- No siting changes
- Increased hip/knees by 45 cases through efficiencies
- Richmond/Delta collaboration:
- Increased endoscopies
- Increased surgical day care capacity
- Reduced inpatient surgery



THE FUTURE: 8 VCH Strategic Directions - where they take RHS....

- Critical Care Services
- Mental Health Services
- Deloitte & Touche Study: Investments
- Riverview Downsizing
- Cardiac Program
- **Emergency Cardiac/Intervention** Equality of Assured Access to Surgery
- Equality of Access to Cardiac Cath.



THE FUTURE: 8 VCH Strategic Directions - where they take RHS

- Diagnostic Imaging:
- Nuclear Medicine
- CT Scan
- MRI
- Regional Acute Pediatric Services Planning
- Regional Perinatal (Maternity) Service Planning



THE FUTURE: 8 VCH Strategic Directions - where they take RHS...s

2. CONTINUING CARE NETWORK

- Residential Care: Addition of approx. 160 residential care beds in Richmond to bring to provincial standards
- Transition strategy to begin immediate utilization of facilities in Vancouver
- Seniors Assisted Living: 215 units starting in 04/05, at the earliest
- Development of "Campus of Care" Model around Rosewood
- fund Community-based hospice to augment palliative home-Integrated Palliative Care Service for RHS: Commitment to care and acute care services in Richmond



THE FUTURE: 8 VCH Strategic Directions - where they take RHS.



3. PRIMARY CARE NETWORK

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- Primary Health Care Transition Fund
- Urgent Care Centres
- 5 Neighbourhood "Primary Care Organizations"



THE FUTURE: 8 VCH Strategic Directions - where they take RHS ... 7

4. HUMAN RESOURCE STRATEGIES

Recruitment

"Worksafe" Musculo-Skeletal Injury Prevention

Absenteeism

5. ACADEMIC & RESEARCH PARTNERSHIPS

Over 1,000 Student Placements per year

General Surgery Training at RHS

Medical School Expansion



THE FUTURE: 8 VCH Strategic Directions - where they take RHS ... s

6. SUSTAINABLE IMPROVMENTS

- Patient Safety / Quality
- Financial / Budget Management

7. ENABLING SYSTEMS

- Patient Care Information System (PCIS)
- Capital Equipment & Facilities
- Balanced Scorecard Performance Reporting



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THE FUTURE: 8 VCH Strategic Directions - where they take RHS ... 9

8. CUSTOMER & COMMUNITY ENGAGMENT

- Community Health Advisory Committee
- Customer/Patient Satisfaction Initiative
- Local Governance Liaison Committee
- Challenge is how to achieve engagement and optimize the interface/communication with our partners (school, police, city)



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VCH FINANCIAL CHALLENGE

Operating surplus 2002-2003 \$2.5M

2003 – 2004 cost pressures: (\$147M)

Redesign savings on track:

\$76.5M

Federal revenue:

\$28M

Operating gap

\$40M



IMPACT OF FUNDING CHALLENGE ON RHS

A. Sustainable Workforce Initiative

Deloitte & Touche Efficiency Strategies

- through workforce efficiencies (national Maintain service levels & reduce costs 50%-ile)
- Results at RHS:

Net Reductions: 14.7 FTE. \$800,000



SUSTAINABLE IMPROVEMENTS New Initiatives

Area	SFT Snoncor
	021040
I. Community Care	Ellen Pekeles
II. Mental Health	Maureen Whyte
III. Case Management Initiatives	Heather Manson
IV. Diagnostic Imaging	David Ostrow
V. Pharmacy	David Ostrow
VI. Ambulatory Care	John Shepherd
VII. Cardiac Care	Carl Roy
VIII.Emergency Room	John Shepherd
IX. Surgical Services	Jeff Coleman



COMMUNITY CARE SAVINGS INITIATIN

- Expedite decommissioning of residential care beds and reassignment to meet immediate RHS needs
- Implementation of Home Support allocation guidelines



DIAGNOSTIC IMAGING INITIATIVE

- Optimize staffing levels and mix
- Revenue generation
- Consolidate nuclear medicine sites
- Materials savings



CARDIAC CARE INITIATIVES

- Standardize clinical and non-clinical processes
- Reduce clinical supply costs
- Consolidate cardiac services/shift to most efficient setting



SURGICAL SERVICES INITIATIVE

- Move to "Best Practice" for operating room efficiency
- Increase surgical day care and reduce length of stay (and beds)
- Standardized, centralized purchasing for all products and prosthetics



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"NET INVESTMENTS" TO DATE

- Increase residential care beds by 160 (from 630)
- Add Seniors Assisted Living units, 215 (from 0)
- Augment hip and knee reconstructive surgery by 45 cases
- Increase FTE's in Acute Mental Health (related to Deloitte & Touche initiative)
- Increase hours per patient per day (HPPD) for Minoru residents through scope of practice redesign
- Enhancements to palliative care to produce an integrated program including hospice care
- Budgeted expenditures from \$125million in 2002/2003 to \$132million in 2003/2004.



THE FUTURE: 8 VCH Strategic Directions - where they take RHS ...

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