

New St. Paul's Hospital and Health Campus

Community Consultation Summary Report

NOVEMBER 2016



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The new St. Paul's:

Re-imagining St. Paul's with patients at the centre

"St. Paul's Hospital will be a catalyst for helping realize the ministry's new vision for providing innovative patient-centred, acute, primary, ambulatory and community care in one place, especially for the most-vulnerable patient populations ... It will be a world-class hub that the people of Vancouver and all British Columbians will be proud of for years to come."

– HON. DR. TERRY LAKE, MINISTER OF HEALTH

Vision for the new St. Paul's

Providence's vision for the new St. Paul's is to lead in the delivery of B.C.'s new model for health care by providing our patients with the highest quality, integrated, compassionate and patient- and family-centred care, *where and when they need it most.*

A new vision for provincial health services with St. Paul's as the catalyst

The B.C. Ministry of Health has a new vision for delivering the best health care to British Columbians, which places the patient at the centre and calls for the delivery of co-ordinated health care services where and when people need them most. Providence Health Care is at the forefront of helping to realize that vision through the redevelopment of St. Paul's Hospital.

Integrating hospital, primary and community care

The new St. Paul's is a bold plan to establish a brand new state-of-the-art health care, research and teaching centre that will deliver excellence in acute, emergency and critical care to meet the needs of patients throughout B.C. and in local communities. Located less than three kilometres from its existing site on Burrard Street in Vancouver, the new St. Paul's will offer an integrated care model by blending hospital-based services with a number of primary care and community health services, both on the new campus and in the broader community, in partnership with Vancouver Coastal Health and other providers. Research and teaching will be integrated throughout the campus, enabling world-class care providers and researchers to work side-by-side, rapidly bringing medical breakthroughs to our patients at the bedside and in the community.

Right care, right time, right place

By integrating programs and services, the new St. Paul's will enable smoother transitions for patients at home, in the community, in the new hospital or elsewhere on the new campus, allowing them to receive the right care at the right time and in the right place. This integrated model will help healthy people stay healthy, while providing high-quality critical care when they are very sick. It will also result in reduced wait times, better quality care, better health outcomes, a better experience for our patients and their families, and improved value for health care dollars.

Designing the most innovative models of care in partnership with our stakeholders

Throughout the entire planning process for the new St. Paul's, Providence is committed to engaging with patients and their families, local communities, care providers, Indigenous groups and other key stakeholders to hear their ideas and consider their input. During the clinical planning phase of the project, Providence initiated a public consultation process involving meetings, forums and a survey to understand how to best support the health care needs of the community.

The information gathered from these activities has been used to inform clinical planning for the new St. Paul's and is being shared with participants, the public and key planning partners including the B.C. Ministry of Health, Vancouver Coastal Health and the City of Vancouver.

About St. Paul's Hospital

Compassionate care for over a century

The new St. Paul's will build on a rich 120-year legacy of compassionate, innovative and socially just care. Focusing on the urgent and complex health needs of the community, the hospital's story of innovation began in 1894 when the Sisters of Providence, a Catholic religious order, established St. Paul's Hospital as a 25-bed "cottage" on the path to English Bay. St. Paul's was the first hospital to provide medical care to the 14,000 people living in the burgeoning coastal town of Vancouver.

An essential provincial resource

From these humble beginnings, St. Paul's has grown to serve more than 174,000 patients annually, who account for over 500,000 visits per year. It provides a diverse range of specialized programs and services, some unique to B.C. St. Paul's is home to many world-class medical and surgical programs, including heart and lung services, HIV/AIDS, mental health and addictions care, emergency, critical care, kidney care, elder care and numerous surgical specialties.

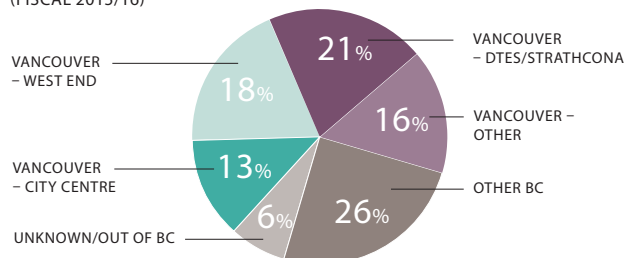
Global leader in health care excellence

As one of two adult academic health sciences centres in B.C. affiliated with UBC and other B.C. post-secondary institutes, St. Paul's is a renowned acute care hospital recognized provincially, nationally and internationally for its work, including several centres of excellence and affiliated research programs. By integrating evidence-based research, teaching and care, St. Paul's leads advancements in health care that improve the lives of people in B.C. and sets the standard for best practices around the world.

Serving our communities: Where do St. Paul's patients come from?

21% of people who visit the ED live in Vancouver's Downtown Eastside/Strathcona neighbourhoods

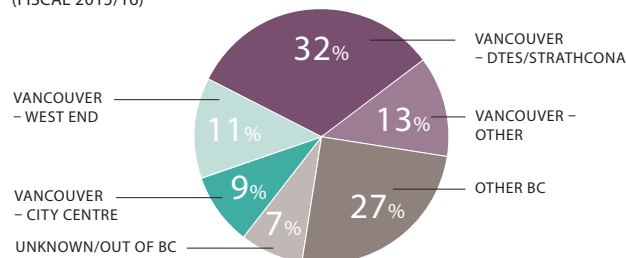
SPH EMERGENCY DEPARTMENT (ED) VISITS BY RESIDENCE (FISCAL 2015/16)



Total ED Visits: 84,855

32% of people who arrived at the ED by ambulance live in Vancouver's Downtown Eastside/Strathcona neighbourhoods

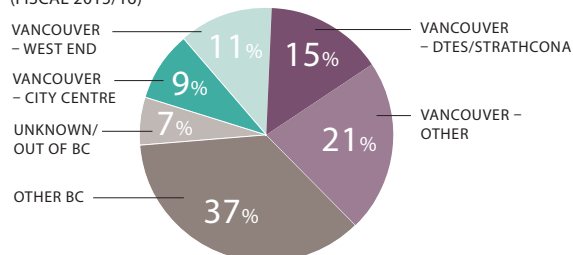
SPH ED ARRIVALS BY AMBULANCE BASED ON PATIENT RESIDENCE (FISCAL 2015/16)



Total patients arrived by ambulance: 25,109

37% of St. Paul's acute inpatient visits come from outside of Vancouver

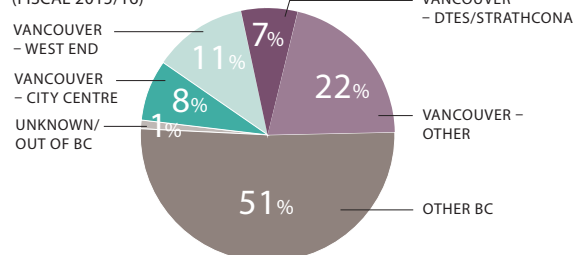
SPH ACUTE INPATIENT VISITS BY RESIDENCE (FISCAL 2015/16)



Total acute inpatient visits: 21,453

51% of St. Paul's outpatient visits come from outside of Vancouver

SPH OUTPATIENT VISITS BY RESIDENCE (FISCAL 2015/16)



Total outpatient visits: 323,544

The new St. Paul's: Transforming health care for British Columbians



Why is the transformation of care necessary?

Currently, the health care system is organized around how providers deliver services, not necessarily how people need care. Services are delivered and managed as separate streams of care with limited communication and coordination between service providers.

While this can work well for patients with straightforward health care needs and some savvy in navigating the health system, complex patients – those with multiple health problems, and especially those who are challenged with advancing age and frailty or suffering from substance use issues and/or poor mental health – often experience significant challenges.

Patients may need to navigate multiple appointments and coordinate services, experience long wait times, discover gaps in care or find themselves repeatedly explaining their health care needs and history to different providers.

For example, a person with degenerative arthritis may need to visit their family doctor regularly for checkups and referrals, undergo regular medical tests such as bloodwork and x-rays, visit several specialist doctors, require one or more surgeries for joint replacement, receive home care to support their recovery and access follow-up physiotherapy in the community.

When health care becomes more integrated, streamlined, intuitive and patient-centred, patients will be able to spend more of their valuable time receiving the care they need, and less time and energy trying to navigate a complex health care system, resulting in improved patient health and satisfaction.

If we take the view of our patients and their families, it is clear that working to coordinate care would provide tremendous value. It comes back to our vision of providing the highest quality, integrated, compassionate patient- and family-centred care, where and when they need it most.

What are the key benefits of transforming care?

The primary goal of transforming care is to provide patients, including those with complex health care issues, with the care they need when and where they need it most.

Providers will be able to more easily access and share critical patient information, enabling them to identify gaps and improve the delivery of care. By embracing health care as complex and adaptive, it will have the flexibility to meet unanticipated demands and changes in the system.

Who is involved in the work to transform care?

The St. Paul's Redevelopment Project team is working closely with Vancouver Coastal Health, care providers, researchers, staff and other key stakeholders to identify services that can be provided in community clinics or at home, where people feel most comfortable, instead of in the hospital.

We're also looking at connecting and coordinating hospital services with community and primary care services on the health campus and in the community.

Identifying opportunities for innovation in patient care and hospital design is important, as is exploring new technologies such as wearables to monitor chronic health conditions from home and secure communication options that allow appointments with care providers to take place electronically.

The new St. Paul's planning process

Planning for the new St. Paul's is underway and will take many years. Our planning is taking into account:

- ✓ The latest data on current and future health care needs for St. Paul's patients to ensure evidence-based decision-making
- ✓ Global best practices and technological innovations in patient-care delivery
- ✓ The Ministry of Health's vision to transform health care delivery in B.C. by putting patients at the centre and integrating hospital and community health services
- ✓ Innovative models of care being designed in partnership with Vancouver Coastal Health and other health and academic partners
- ✓ The ideas, interests and concerns expressed by patients, families, communities, care providers and other important stakeholders through our comprehensive internal and community engagement processes
- ✓ Greatest opportunities for operational efficiencies and potential for innovation
- ✓ Financial and technical analysis

Timeline and key milestones



Providence Health Care will rely on feedback from the public and key stakeholders to help shape plans for the new St. Paul's.

Key partners

BC Ministry of Health

The BC Ministry of Health has a new vision to deliver the best health care for British Columbians, which places patients at the centre and calls for the delivery of coordinated health care services where and when people need them most. The ministry participates in project oversight for the new St. Paul's and has the authority to approve the project following submission of Providence Health Care's plans for the campus. The ministry has committed to investing \$500 million in the project.

Providence Health Care

Providence Health Care is a faith-based organization that founded and operates St. Paul's Hospital and is leading the hospital redevelopment project. Providence owns the Station Street site in False Creek Flats where the new St. Paul's will be established and is committed to raising \$700 million (non-taxpayer dollars) towards the cost of the project.

Vancouver Coastal Health

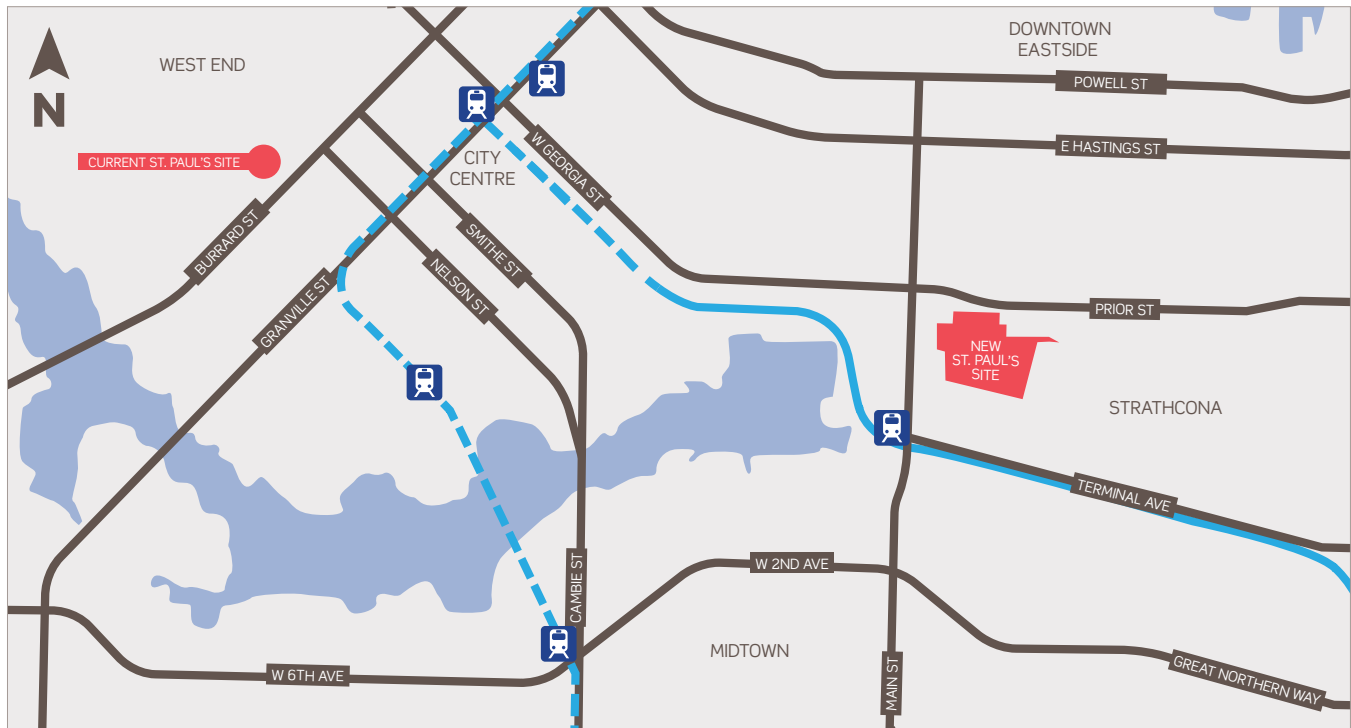
Vancouver Coastal Health (VCH) is responsible for ensuring all residents in its area of jurisdiction have access to acute, primary and community health care services they need. VCH is the primary health authority planning partner for the new St. Paul's with representation on the project oversight committee. Providence is working closely with VCH to ensure primary and community care services are connected to the new hospital at a neighbourhood level.

City of Vancouver

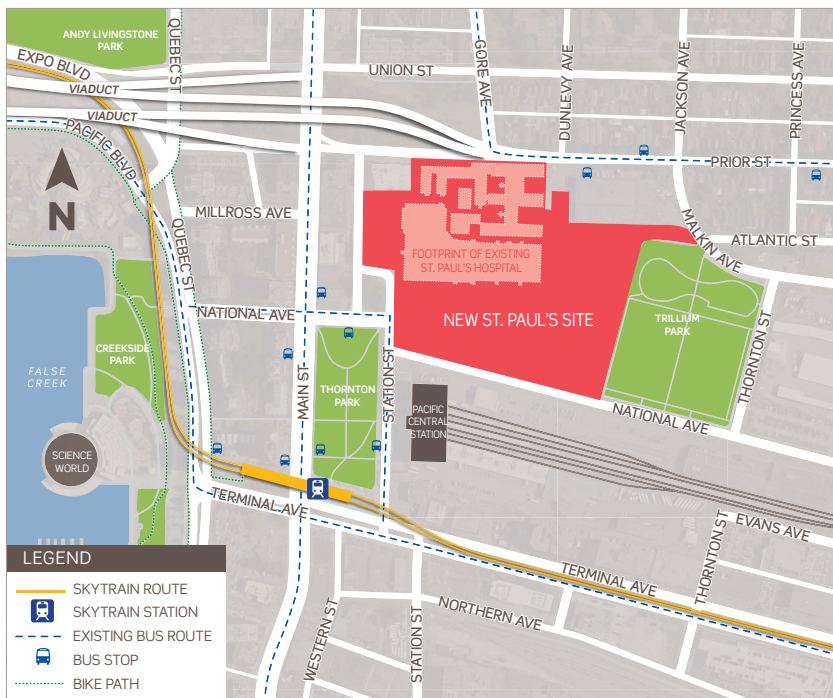
The City of Vancouver is a key planning partner responsible for developing a policy statement to guide how the Station Street site will be developed. Since January 2016, Providence has been working closely with the city to align the project's vision and critical requirements as an integrated care, research and teaching facility with the city's planning objectives (community, social, economic, transportation, emergency management, healthy city and sustainability plans and policies). City council has the role of reviewing and approving the policy statement.

Located in the heart of Vancouver to serve all of B.C.

The new St. Paul's will be established on a large undeveloped site that Providence Health Care owns on Station Street. Centrally located in Vancouver's False Creek Flats and close to neighbourhoods with increasing health care needs, the new St. Paul's will continue to play a vital role in the health and well-being of people in the community and from across B.C.



The new Station Street location is highly accessible and centrally located, less than three kilometres from the hospital's current site on Burrard.



The Station Street site is the ideal site for a new integrated health campus because it is:

- One of the largest undeveloped sites in Vancouver, large enough to accommodate the new buildings on the health campus and still have room for future expansion.
- A relatively short distance from the current St. Paul's location on Burrard Street (about three kilometres away).
- Centrally located and highly accessible by major roads, public transit (SkyTrain and bus routes), bike routes and intercity bus and train.
- Close to an area with increasing patient needs.

The Station Street site is larger than the existing St. Paul's site, allowing for a greater number of health care and expansion options.

Incorporating diverse needs and interests

“St. Paul’s is a cherished and vital resource to local communities and the province. At every step in the redevelopment process, we’re considering a broad range of voices and working hard to incorporate their diverse needs and interests.”

- DR. JEFFREY PIKE, PHYSICIAN DIRECTOR, CLINICAL PLANNING, PROVIDENCE HEALTH CARE REDEVELOPMENT

Providence is committed to public engagement to help shape the new St. Paul’s.

While St. Paul’s Hospital is recognized internationally for its centres of excellence and affiliated research programs, and for serving the most complex health care needs in the province, it is also a local hospital that delivers health care to its urban neighbours. Providence Health Care is committed to engaging with patients and their families, local communities, care providers and other key stakeholders throughout the planning process to help shape the new hospital and integrated health campus.



Providence’s principles of engagement

Providence is committed to public and stakeholder engagement that:

- ✓ Is clear about the decisions that need to be made throughout the process
- ✓ Is clear about what individuals and stakeholders will be consulted on and how their feedback will be used
- ✓ Proactively reaches out to potentially impacted and interested individuals and stakeholder groups, especially patients, health care stakeholders and the marginalized, to invite them to share their input
- ✓ Considers a broad range of voices in shaping the decisions and outcomes
- ✓ Provides participants with the information they need to participate in a meaningful way
- ✓ Provides many opportunities for participation by a diverse range of stakeholders
- ✓ Communicates the outcomes of various stages of the process, including how public/stakeholder input was considered



The new St. Paul’s will be informed by the latest thinking in health care delivery and technological innovation, best practices in infrastructure development and feedback gathered through community and stakeholder consultation.

Understanding the health care needs of local communities

“By listening to the community, we can build a world-class health care, research and teaching centre that delivers compassionate care to local residents and patients throughout B.C.”

- PAUL LANDRY, SENIOR VP REDEVELOPMENT, PROVIDENCE HEALTH CARE AND CHIEF PROJECT OFFICER, ST. PAUL'S REDEVELOPMENT PROJECT

To understand the health care needs of the community and discuss the potential effects of redevelopment, Providence undertook a community consultation process, described below.



Engagement focus

During the pre-consultation phase, Providence Health Care met with multiple community organizations and special interest groups to hear their concerns and wishes for the new St. Paul's. In the formal consultation phase which followed, Providence held eight community forums in the neighbourhoods closest to the current and future St. Paul's sites, continued to meet with stakeholder groups and conducted an online questionnaire. Feedback was also received via a variety of correspondence including letters, emails and phone calls. A complete list of engagement activities is attached as Appendix A.

The goal of this phase of consultation was to gather feedback about current and future health care needs to inform planning for the health programs, services and care models that will be established at the new St. Paul's. Providence also received comments relating to other aspects of planning, such as transportation, operational efficiencies, socioeconomic impacts, urban planning and campus design.

Feedback related to programs and services and how they are delivered has been used to inform the clinical services plan for the new St. Paul's. These comments are summarized in this report. Feedback on different topics will be used to inform other areas of planning, including indicative design and functional programming.

In a separate but related process, the City of Vancouver is leading its own community consultation and stakeholder engagement process to inform the creation of a policy statement that will guide development of the Station Street site including land use, sustainability, transportation, density, building types and heights, amenities, phases of development and other site-specific considerations.

For more information about the city-led engagement process, please visit the city's project website at vancouver.ca/home-property-development/new-st-pauls.aspx



Providence Health Care will rely on feedback from the public and key stakeholders to help shape plans for the new St. Paul's.

Understanding the health care needs of local communities

Who we heard from

Participants in the meetings, forums and survey included direct service provider organizations, community advocates, special interest groups, front-line care providers, Indigenous individuals and organizations, business owners, elected officials and local residents, including from Vancouver's West End/ Downtown and Downtown Eastside/Strathcona/False Creek communities.

Community forums

Eight community forums (four per neighbourhood) took place in two waves in February and March of 2016. Forums took place in the morning and evening to maximize attendance.

Doctors, nurses and other representatives from Providence Health Care, Vancouver Coastal Health (VCH) and the City of Vancouver were at the community forums to give participants first-hand access to the planning and decision-making team, and to allow Providence and VCH staff to hear directly from the community.

In the first wave of community forums, Providence and VCH provided an overview of the project, including vision, objectives, milestones, planning details and each organization's respective roles related to planning. Participants worked in facilitated groups and were asked to express what they are interested in and excited or concerned about as the planning moves forward.

In the second wave of forums, interests and topics expressed in the first wave were used to further discussion specifically focused on health care needs. Although they were welcome to share it in the forums, participants who wanted to provide input specifically related to urban planning and land use issues were encouraged to also participate in the city's land use planning engagement process.

To view a list of forum dates and locations, please see Appendix A. To see a summary of the themes heard through our forums, please see Appendix B. More detailed information about the feedback received in our forums can be viewed in our *Community Forum Summary Report*, available on our project website at thenewstpauls.ca.

Online questionnaire

Providence also gathered feedback through a questionnaire available online from February 16 to March 11, 2016. To see a summary of the themes heard through the survey, please see Appendix B. More detailed information about the feedback heard through our online consultation can be viewed in our *Online Questionnaire Summary Report*, available on our project website at thenewstpauls.ca.

Correspondence

Feedback was also gathered through a variety of correspondence including emails, letters and phone calls. To see a list of the themes heard through correspondence please see Appendix B.

Reaching out to the community

To ensure as many people as possible were aware of the opportunity to provide input, Providence promoted the community forums and online questionnaire in a variety of ways.

OUTREACH

-  5 ads in English and Chinese language papers
-  Social media posts on Facebook, Twitter, LinkedIn
-  11 radio, TV and newspaper mentions
-  11,000 stakeholders and staff received emails and newsletters
-  Posters distributed throughout the city
-  In-person sharing
-  Event posted to new St. Paul's and Providence websites
-  Promoted on EventBrite

RESPONSES

-  217 people participated in 8 forums
-  1,000+ comments received

Stakeholder meetings

Providence Health Care held and attended meetings with a large number of community and special interest groups during pre-consultation and consultation phases of engagement to share information about the project and hear about their specific priorities. Many of the groups we met with are listed below. For the most up-to-date list of the groups engaged in all phases of consultation to date, please visit our project website at thenewstpauls.ca.

- B.C. Care Providers Association
- The Bloom Group
- City of Vancouver: Viaducts Planning Team
- Coast Mental Health
- Downtown Vancouver Business Improvement Association
- Dr. Peter Centre
- False Creek Residents Association
- False Creek Flats Advisory Committee
- First Nations Health Authority
- Fraser Health Authority
- Gordon Neighbourhood House
- Help! Teeth Hurt
- Heritage Vancouver
- The Kettle Society
- The Left Bank Strata Residents
- Lookout Society
- Métis Nation B.C.
- MPA Society
- Portland Hotel Society
- Positive Living Society of B.C.
- Provincial Health Services Authority
- Simon Fraser University City Conversations Forum
- Strathcona Residents Association
- Strathcona Business Improvement Association
- Vancouver Business Improvement Association
- Vancouver Native Health Society
- Vancouver Coastal Health Authority
- Native Courtworker and Counselling Association of B.C.
- West End Community Forum – May 2015
- West End Seniors' Network
- West End Seniors Community Planning Table
- Wild Women of Turtle Island Drum Group

COMMUNITY FORUMS

There were two waves of community forums held in two communities:

WAVE ONE

- West End/Downtown on February 16, 2016 (two forums)
- Downtown Eastside/Strathcona/False Creek on February 24, 2016 (two forums)

WAVE TWO

- West End/Downtown on March 1, 2016 (two forums)
- Downtown Eastside/Strathcona/False Creek on March 9 & 10, 2016 (two forums)

SNAPSHOT OF ONLINE QUESTIONNAIRE RESPONDENTS

DEMOGRAPHICS

- 75% female
- 40% between 30 and 49 years old
- 35% between 50 and 65 years old



EXPERIENCE WITH HEALTH CARE SERVICES AT ST. PAUL'S HOSPITAL

- 71% have received health care at St. Paul's Hospital
- 48% of those received services 3 times or less

AWARENESS OF ST. PAUL'S REDEVELOPMENT PROJECT

- 96% said they were somewhat or very aware of the St. Paul's Redevelopment Project
- 4% said they were not aware of St. Paul's Redevelopment Project

What we heard:

Health care services at the future site



Ensure a broad range of programs and services to meet diverse needs

Many participants said they want to see expanded services for populations with unique needs, including:

- The elderly
- Those with mental health and addiction issues
- The Indigenous population
- Those with chronic or advanced illnesses
- Homeless people
- The LGBTQ2 community
- Those requiring end-of-life care
- New Canadians
- Sex trade workers
- Victims of sexual assault
- Patients with dementia
- At-risk youth, especially those who are homeless or require psychiatric support

They expressed particular interest in the following:

- A wide range of seniors' services
- Centres of excellence, including a centre of excellence in mental health
- 24/7 emergency services
- Specialized and expanded surgical services
- Clinics for falls, immunization, diabetes, obesity, heart/lung/kidney health, HIV/AIDS and breast cancer
- Transitional/convalescent beds
- Diagnostic imaging
- Telehealth
- Neurology
- A dedicated cancer ward
- A detox program
- Alternative medicine
- Pastoral care
- Dental care for special needs patients

Our response

The new St. Paul's will provide a broad range of critical, emergency and acute hospital-based care. A new high-tech acute care, research and teaching hospital, complete with an emergency department, operating rooms, intensive care and critical care units, transplant programs and other programs and services will treat people when they are the sickest and need specialized care. It will remain an adult academic health sciences centre – one of British Columbia's most specialized teaching and learning hospitals, serving patients from throughout the province.

The new hospital will also be connected and integrated with a number of primary care, community health services and support programs both on the Station Street campus and in the broader community (in partnership with Vancouver Coastal Health and other providers) to meet the needs of patients from across B.C. and local communities. This integration of services will ensure patients receive the care they need where and when they need it most – at home, in the community or on the new campus.

All acute care services currently operating at St. Paul's Hospital on Burrard Street will be relocated to the new campus, including 24/7 urgent and emergency care, highly specialized surgical services, treatment for chronic and infectious diseases, end-of-life care and more. Some new programs and services will be established at the new site, while some non-acute care programs may be transitioned out of the hospital and into the community. Transitional and convalescent beds will be determined in another stage of planning.

Many participants said they felt their health care needs could be best met at the new site through a range of integrated, specialized programs and services. Services for seniors, the Indigenous population and people needing mental health and substance use support were seen as particularly important.

“St. Paul’s serves many patients who have diverse health issues. There needs to be more funding and support for these more diverse services.”

The new St. Paul’s will continue to:

- ✓ Focus on populations of emphasis, including:
 - Those with HIV/AIDS
 - Those suffering from mental health, problematic substance use and other complex urban health issues
 - The elderly
 - Those with chronic illnesses and those who require end-of-life care
 - Critically ill British Columbians with heart, lung and kidney conditions
- ✓ Treat people from all walks of life, including society’s most vulnerable and marginalized populations
- ✓ Provide the centres of excellence for which we are well known and collaborate with academic and research partners to develop new centres of excellence to serve patients throughout the province
- ✓ Provide a full spectrum of end-of-life services, including onsite palliative care, and ensure a seamless transfer for patients to hospice clinics or back home as their needs evolve
- ✓ Provide a range of services to support at-risk youth including specialized substance use support and the Inner City Youth Mental Health Program, which works in partnership with shelters, housing sites, clinics, physicians and psychiatrists to provide services for youth aged 12 to 24 with mental health issues. We will also continue to partner with other providers of youth-oriented services, including Covenant House
- ✓ Provide a range of chronic disease clinics in the hospital or on the campus, including an immuno-deficiency clinic
- ✓ Provide a range of cancer-related services including diagnostics, treatment and specialty surgical services. Our planning does not include a dedicated cancer ward
- ✓ Offer wellness programs and spiritual services
- ✓ Allow alternative treatments (e.g. Chinese and Indigenous medicine and practices, naturopathic treatment, acupuncture, etc.) to be provided to patients as long as they do not interfere with other care. Training in and provision of alternative medicine is not within Providence Health Care’s mandate
- ✓ Provide emergency dental services. However, the provision of ongoing, specialized dental care services for special needs patients is outside of Providence’s care mandate
- ✓ Provide a range of services to support gay men’s health that need to remain in or near a hospital, such as treatment of some infectious diseases and some outpatient services. As we move towards the elimination of HIV/AIDS, we are working with Vancouver Coastal Health to shift services out of the hospital wherever possible and into the comfort and convenience of community clinics or home. We will also continue to work in partnership with the B.C. Centre for Excellence in HIV/AIDS and to serve as a provincial resource for HIV/AIDS education for health professionals
- ✓ Explore opportunities to expand the use of Telehealth and other technologies that help patients receive and access care from the comfort of home, such as wearables to monitor ongoing health conditions

Read more online about the potential health care programs and services that are envisioned for the new St. Paul’s at thenewstpauls.ca

What we heard:

Health care services at the future site



Provide services focused on the needs of Indigenous people

Some participants expressed an interest in seeing more services that support and promote Indigenous health and well-being including:

- Wellness programs
- Spiritual services
- Access to traditional medicine
- Access to traditional ceremonial practices, such as smudging

Our response

St. Paul's is proud to be a leading provider of culturally safe and sensitive Indigenous health services in the province. To help meet the unique needs of our Indigenous patients, the new St. Paul's will continue to:

- Have an Aboriginal Health team
- Have an Indigenous nurse practice leader
- Have an Indigenous patient navigator to assist with advocacy, translation, and access to care and spiritual services.
- Allow access to traditional healing practices and medicine.

In our planning, we will work in partnership with Indigenous health organizations and direct care providers to shape the types of programs and services that will be offered at, and connected to, the new St. Paul's.

To help meet their unique needs, Indigenous patients at the new St. Paul's will continue to access traditional healing practices and medicine.



Focus on services that support and promote health and well-being

Some saw the new site as an opportunity to increase the focus on health and wellness to prevent hospital admissions and speed up recovery after hospitalization. They suggested that the new St. Paul's should:

- Have more education programs to encourage healthy living and improve health literacy on topics such as chronic diseases, nutrition and healthy eating.
- Put more emphasis on programs that return people to health, such as physiotherapy, occupational therapy and physical rehabilitation.
- Offer (and train staff in) alternative forms of medicine.

Our response

In order to help people stay well, we will continue to promote healthy living through health education and are exploring opportunities for the new St. Paul's to partner with community organizations in this work. The new campus will house a full range of services that support a return to health, including physiotherapy, occupational therapy, rehabilitation and more. Training in, and provision of, alternative medicine is not within Providence Health Care's mandate. However, alternative treatments (e.g. Chinese and Indigenous medicine and practices, naturopathic treatment, acupuncture, etc.) will be allowed as long as they do not interfere with other patient care and overall patient safety.



Provide access to a range of non-acute care services on the campus

Participants said they would like to see easy access to a diverse range of health professionals and services on the new campus including:

- Specialists
- Speech-language pathologists
- Physiotherapists
- Massage therapists
- Pharmacists
- Dietitians
- Acupuncturists
- Naturopaths
- Family doctors
- Primary care clinics
- Ambulatory outpatient clinics
- Diagnostic services
- Labs with extended hours, including on weekends

Our response

The new St. Paul's will have a diverse range of health professionals on campus working more closely together in multi-disciplinary teams to streamline care and inspire innovation. The new campus will house a wide range of non-acute services. Diagnostics and imaging services will be located on site, and ambulatory outpatient clinics are being planned on the campus in partnership with Vancouver Coastal Health. Some primary care clinics and family doctors will be also on the site. The potential for commercial pharmacies, labs with extended hours, a 24/7 primary care clinic and other facilities and services on site will be explored in other stages of planning.



Provide expanded services for seniors

Many participants felt more services for seniors should be a top priority. They suggested the following:

- A centre of excellence for seniors
- Older adult mental health services
- Day clinics for seniors
- A seniors emergency program
- Geriatric clinics
- Long-term residential care beds on site
- A "dementia village"
- Integrated residential care facilities where seniors can interact with younger generations, their neighbours and the public
- More operating rooms to perform orthopedic surgeries,

Our response

Seniors are one of our key populations of emphasis and their needs are being considered in every aspect of our planning. We will incorporate international best practices into our elder care models.

The new hospital will offer seniors clinics, a specialized emergency program, older adult mental health services and more specialized services for seniors, such as physiotherapy to get them up and moving sooner after injury or surgery, and more supports to connect them to care in the community and at home. The number of operating rooms will be determined in another planning stream.

Although a "dementia village" and other types of long-term residential care facilities are not possible on the Station Street site, Providence is exploring opportunities for these types of facilities at other sites as part of other projects.

What we heard:

Health care services at the future site



Enhance mental health and problematic substance use services

Participants said they would like to see enhanced services for problematic substance use and mental health, including:

- More acute mental health and problematic substance use beds
- A centre of excellence in mental health
- Mental health services for older adults and youth-at-risk
- A detox program
- A range of inpatient and outpatient services

Our response

Providence Health Care has unique care, research and teaching expertise in mental health and problematic substance use issues and will build on this area of excellence at the new St. Paul's. We will continue to treat patients living with severe, complex mental health and problematic substance use issues in both inpatient and outpatient settings, and are piloting new programs and services now that may be expanded at the new St. Paul's. We will also increase our emphasis on pioneering research into leading treatment and care.

To address the full range of needs for these patient populations, Providence and Vancouver Coastal Health (VCH) are working together to ensure hospital and community services are coordinated and to determine how many beds will be needed in the hospital and in the community. Innovative, multi-disciplinary models of care to prevent, mitigate, diagnose and treat mental health and problematic substance use issues are being explored as part of this planning.

A dedicated centre will be located adjacent to the emergency department in the new hospital to provide essential care to patients with severe, complex mental health and problematic substance use issues (e.g., malnutrition, hepatitis, HIV/AIDS, mental health and problematic substance use). These services will be coordinated and integrated with a range of specialized inpatient, outpatient, diagnostic and treatment services in the hospital, the community and across the province. Although a detox facility is not part of the new St. Paul's mandate, we will continue to work with VCH and other community partners, who currently provide a range of detox services, to best address the needs of patients.

What we heard:

Delivery of health care services at the future site

Participants expressed a strong desire for patient-centred, welcoming, collaborative and culturally sensitive care delivered in an efficient and coordinated manner with improved transitions between services. They also recommended a greater focus on integrating research.



Continue to provide high-quality, compassionate and patient-centred care

Participants told us they value the quality, warm, personalized care they receive at the current St. Paul's Hospital and wanted to make sure this approach continues at the new site.

"There is a warmth and the feeling of a smaller hospital at the current St. Paul's. I hope that this will continue to be the case at the new site."

Our response

Providence Health Care is dedicated to meeting the physical, emotional and spiritual health needs of those it serves through compassionate care, teaching and research, including at the new St. Paul's. The new hospital and campus will continue to provide high quality, personalized service grounded in the principles of patient- and family-centred care. We will continue to foster an environment of comfort, warmth and inclusivity through staff training and practice. New facilities, technology and supports for staff, patients and families will allow this care to be delivered more effectively and seamlessly.



Ensure integrated, patient-centred and timely access to care

Participants said access to care should be designed around the needs of patients, with integrated and more efficient operations. Some said they envision the new St. Paul's as a one-stop shop that minimizes wait times and the need for patients to travel from site to site, especially after hospitalization. Timely access and efficient movement of people through the hospital system was seen as a priority. They said they would like to see the new St. Paul's offer the following:

- Simple on-site registration and triage processes
- Online appointment bookings; ability to book multiple appointments on the same day
- Consolidated medical records that follow the patient and are accessible to all care providers
- Reduced wait times for surgeries and specialist appointments
- Streamlined access, such as emergency room fast track and direct admission to units
- Better, faster and more effective communication between family doctors, specialists and other hospital and community care providers

Our response

All of these processes and efficiencies will be incorporated at the new St. Paul's.

What we heard:

Delivery of health care services at the future site



Provide a welcoming, inclusive and culturally sensitive environment

Participants said the new St. Paul's should incorporate a welcoming, inclusive and multicultural approach that provides safe, non-discriminatory care for everyone, which included the following suggestions:

- Take special consideration of the needs of marginalized populations including LGBTQ2, transient, homeless, Indigenous, new immigrants and those with mental health and problematic substance use issues
- Take into account different language needs and barriers
- Ensure a welcoming environment for all people, including Indigenous people
- Provide staff and care providers with training to increase cultural competence and sensitivity
- Recruit a culturally diverse volunteer base
- Partner with the local Chinese-Canadian community

"Embed cultural competency training into the health care system at the education level as part of the curriculum."

Our response

Respecting the diversity and dignity of all persons is one of Providence's most important values. We will strive to make the new St. Paul's a safe, welcoming, inclusive and non-discriminatory environment for people of all backgrounds and faiths.

We will look into incorporating more information on this topic into new employee orientation, developing additional training for staff and volunteers in dealing with marginalized patients, and increasing diversity in our volunteer teams. We will also continue to require senior leaders, program directors, emergency department staff and others to take Indigenous cultural competency training.

To accommodate the needs of our non-English speaking patients, we will use translators and interpretive technology, translate patient materials into other languages and simplify wayfinding.



Improve transitions between services

Participants were interested in transitional care beds and a better transfer system to get people from hospital to other levels of care on the campus and in the community.

Our response

To ensure seamless transitions for patients between services as their health care needs evolve, complementary programs and services will be co-located within the hospital; hospital services will also be coordinated with primary and community care services on the campus and in the broader community. The need for transitional care beds will be determined in a later stage of planning.

“The new hospital is an opportunity to transform the way health care is delivered in B.C.”



Foster a culture of collaboration and innovation

Participants said the new St. Paul's should:

- Foster a culture of collaboration among multi-disciplinary teams that inspires innovation, such as the development of new treatments
- Develop processes that enable continuous improvement and learning across the organization
- Consider an integrated, holistic approach with services delivered by a diverse range of health professionals to treat the whole person in one visit
- Integrate research into care

Our response

The new hospital and campus will have a diverse range of health professionals working closely together in multi-disciplinary teams to streamline care and inspire innovation, with research embedded directly into programs.

Hospital services will also be integrated with a variety of primary and community health services and support programs in the broader community, in partnership with Vancouver Coastal Health and other providers, to ensure patients receive the highest-quality care by the appropriate provider where and when they need it most.

The new St. Paul's will continue to develop and refine processes to enable continuous improvement. This will be further supported with technology solutions that will allow better information sharing and review of key data and quality metrics in real time.

What We Heard:

Design of the future site



Create an accessible, well-designed campus

Participants said their health needs could best be met in state-of-the-art facilities that feature the most advanced technology, equipment and infrastructure design. They suggested that the new St. Paul's Hospital and health campus design should:

- Feature a logical layout with co-located clinics, labs, programs and doctors' offices.
- Have adequate space to enable the best provision of care and allow flexibility for future expansion.
- Have aspects to improve the patient experience.
- Incorporate green spaces and public gardens.
- Be resilient to earthquakes and floods.
- Have safe access to and within the site.
- Have the capacity to respond to a large-scale disaster.
- Have single-patient rooms that are spacious, private, clean and comfortable and allow in natural light.

"I like the new site — it will enable the development of the biggest, most advanced hospital in B.C."

Our response

The hospital and campus design will aim to create a relaxing and restorative environment conducive to healing and a positive patient experience with natural light, green spaces and local art. There will be a logical and intuitive layout with complementary programs and services co-located for easier wayfinding and improved coordination between care providers, researchers and academics.

Single-patient rooms will provide more comfort and privacy and improved infection control. Communal spaces will allow families and staff to gather, and learning areas will provide access to computers and educational materials for patients, students and visitors.

Innovative technologies and methods in building construction and design will support efficient operations and allow spaces to be more easily adapted to meet future needs. Modern equipment and robust information management/IT systems will ensure patients receive the best care possible.

All facilities on the campus will be constructed to meet municipal and provincial structural requirements for flood and earthquake resiliency, and advanced soil preparation and foundation techniques will address site restrictions. The new hospital will continue to be part of the national, provincial and municipal emergency management response plans, and will have significantly greater capacity to cope with a large-scale emergency than the current St. Paul's with more room to stage a large emergency response, triage and accommodate a significant influx of patients.

Participants identified well-designed, modern facilities with state-of-the art technology and efficient operations, as ways the new St. Paul's can meet their current and future health needs.



Incorporate design elements and spaces that reflect Indigenous culture

Participants suggested the new St. Paul's Hospital and health campus should incorporate:

- Indigenous art and design features
- Sacred spaces to gather and perform traditional ceremonies
- Functional elements that would allow for smudging
- Traditional healing gardens
- A sweat lodge
- A healing centre

Our response

Local Indigenous culture and design elements will be incorporated into many aspects of the new hospital and campus. The hospital will house an All Nations Sacred Space to accommodate ceremonial practices on site, including smudging. Indigenous works of art will be showcased as part of our art program. Opportunities to incorporate other features, such as healing gardens or wellness facilities, will be explored with our Indigenous planning partners and Vancouver Coastal Health at a later stage of planning. The St. Paul's Redevelopment Project team will work closely with Indigenous communities and groups on these aspects of design planning.



Ensure the size and capacity of the hospital can accommodate future needs

Many participants said they recognized that the capacity of the existing St. Paul's Hospital is insufficient. They stressed that hospital planning must consider future health care needs and flexibility to ensure that the new health campus serves the city and province effectively over a long period of time. They said campus facilities should be designed such that:

- They are large enough to not become overcrowded in a few years
- They can be remodelled as care models and patient needs change over the next 50-plus years
- Additional acute care beds can be added as needed, particularly for mental health and addiction
- There are enough operating rooms and beds

Our response

The planning team has extensively modelled future health care needs and requirements, and is using this information to ensure programs and services, features, design and capacity of the hospital and campus are robust and adaptive enough to meet the health care needs of British Columbians now and into the future. Hospital design will incorporate "soft" spaces that can be used for offices or other functions now and converted into clinical spaces in the future if required, while innovative construction techniques will make structural and usage changes easier, faster and more affordable. On the campus grounds, land is being set aside in strategic locations to accommodate more significant future expansion. The number of operating rooms, patient rooms and beds will be determined in another stage of planning.

What We Heard:

Access to the new site



Consider traffic, parking, public transit and ambulance access

We heard from patients, staff and community members that they are concerned about traffic congestion around the new site, particularly once the Georgia Street and Dunsmuir Street viaducts are removed by the City of Vancouver. They said that adequate and affordable parking is a high priority and changes are needed to public transit to ensure the site is well-served, especially in the evening hours and from the West End. They also expressed concerns about timely ambulance service to and from the West End. They suggested that Providence:

- Work with the City of Vancouver and TransLink to ensure safe and adequate access by vehicle, public transit, bike and foot.
- Consider alternative transportation options, such as expanded water taxi service, bike and car share options, car rentals and shuttles from the West End and other health care facilities (e.g. VGH, BC Cancer Agency, etc.).
- Establish a new ambulance station in the West End.
- Ensure multiple routes are developed to get to and from the campus.
- Consider dedicated traffic lanes for ambulances and other first responders.
- Improve lighting, crossings and infrastructure to make the area near the hospital more pedestrian and cyclist-friendly for people of all ages and abilities.

“Many patients don’t cycle or walk to the hospital. It’s important to consider that many will drive or be driven to the hospital.”

Our response

The new site will be highly accessible for those who wish to use public transit such as SkyTrain or bus, or active transportation, such as biking or walking. As our planning proceeds, we will connect with TransLink and share what we’ve heard from patients, visitors and staff on the services they need. We are also working with the City of Vancouver to ensure existing bike routes and walking paths are connected to the site. Alternative transportation options, such as shuttle service from the downtown core, will be discussed later in the planning process.

Providence Health Care recognizes that public and active transportation are not always suitable options and that people who are ill, elderly or have mobility challenges, staff who work late shifts, and those who travel long distances to the new campus, among others, may choose to drive or arrive by taxi. Easy access for private vehicles and adequate, affordable parking will be explored in a later stage of our planning. We are also working closely with the City of Vancouver, which is responsible for municipal public roads, to ensure they understand the access needs of the new campus.

Our plans include covered ambulance bays at the new hospital, but do not include a new ambulance station. B.C. Emergency Health Services (BCEHS) is responsible for the location of ambulance stations and routes. We are working closely with them to determine how to best accommodate ambulances and crews on the new site. BCEHS will determine specific transportation routes for the new St. Paul’s later in the planning process, including access to and from the West End/Downtown.

Participants identified safe, easy and affordable access to the new site as a key priority. Key areas of concern included traffic congestion, appropriate public transit, pedestrian and cyclist access and safety, timely ambulance service and adequate parking as well as appropriate and affordable accommodation for patient families close to the new campus.



Provide short-term accommodation on or near the site

Participants said it is important to provide sufficient short-term accommodation on or near the new campus for patients and visiting families, particularly since a large number of these travel to St. Paul's from outside of Vancouver.

Our response

Suitable short-term accommodation for family and other visitors is an important consideration in our planning. All patient rooms in the new hospital will be single to provide more comfort and privacy for patients and allow families and support people to stay in the rooms overnight. Accommodation outside of the hospital, such as local hotels, is outside the scope of our mandate for the St. Paul's Redevelopment Project.

However, Providence Health Care is exploring the opportunity for commercial hotels on Providence-owned land adjacent to the new campus and has passed on the community's feedback and interests regarding nearby hotel options to the City of Vancouver to inform future planning.

What We Heard:

Community impacts & integration of the new site



Design the campus to enhance and integrate into the neighbourhood

Participants felt that the new campus should enhance the surrounding neighbourhood and integrate into the community. Many expressed a desire to continue to be engaged on the design of the campus. They said that the new campus should:

- Enhance the neighbourhood through good design and urban planning
- Incorporate green spaces and public gardens
- Connect to the neighbourhood through bike and walking paths

Our response

Designing a campus that functions effectively as a health care facility and integrates seamlessly with the existing neighbourhood is a high priority for Providence Health Care. Our planners are working hard to ensure the hospital and campus are accessible and esthetically pleasing and that community feedback is considered in every aspect of our planning including building design, wayfinding, landscape design and amenities. Providence is committed to continuing to work with the City of Vancouver and the community on the design of the campus. We are addressing many of the community's urban planning and land use interests mentioned above through the city's policy statement process that will guide the development of the site.



Connect and collaborate with community partners in the area

Participants said the new St. Paul's should create a network of community partners, especially with organizations connected to marginalized populations. They suggested partnerships with:

- | | |
|--------------------------------|-------------------------------|
| • Social service organizations | • Local technology businesses |
| • Health-related organizations | • Academic institutions |
| • Aboriginal agencies | • Green technology providers |
| • Faith-based organizations | • Researchers |
| • Community health clinics | • Community groups |

Our response

Providence is committed to partnering with local health care and community support organizations to help us shape the new St. Paul's and to ensure coordinated services after the campus is complete. We are continuing to foster our relationships with the First Nations Health Authority and other Indigenous organizations and exploring opportunities to partner with community groups to deliver outreach health education. Our partnerships with the University of British Columbia and other academic institutions will continue. We look forward to developing new partnerships in the community to help us provide the best care possible.

Participants expressed that physical and social integration of the new site into the surrounding community was important. Many community members expressed concerns about potential impacts to the neighbourhood, including displacement of existing residents and increases in cost of living due to gentrification.

“Walkability of the site can increase community integration.”



Consider ways to limit community impacts

Many participants in Vancouver’s Downtown Eastside/Strathcona said they are worried about traffic congestion, noise disturbance from sirens and construction, and gentrification in the neighbourhood. They expressed specific concerns about potential impacts to:

- Affordable housing, including single-room occupancy (SRO) housing
- Community-serving businesses
- The arts community
- Traffic
- Street parking
- Neighbourhood safety

Some participants noted that the cost of housing in the community was already being impacted by the prevalence of AirBnBs and that this could be exacerbated by demands for temporary accommodation from patients and families. Participants suggested that appropriate, affordable, short-term accommodation near the hospital would help to mitigate these pressures.

Our response

Providence Health Care held four community forums in Vancouver’s Downtown Eastside/Strathcona neighbourhood and conducted an online survey to ensure the needs and concerns of local residents are well-understood and considered in our planning for the new St. Paul’s.

In addition, the City of Vancouver conducted a Social Impact Assessment for the new St. Paul’s to identify community priorities and determine ways to maximize benefits and mitigate impacts. This information has been used by city planners to create a policy statement that will guide development of the Station Street site. It may also be used to inform future neighbourhood zoning and other decisions by the City of Vancouver that can help to mitigate community impacts (e.g. future zoning changes to allow short-term accommodation on or near the campus and protect SROs, creation of resident-only parking areas, etc.).

St. Paul’s is an acute care hospital and some ambulance noise is expected. Our planning team is working closely with B.C. Emergency Health Services and the City of Vancouver to find ways to minimize the disruption to residents living near the hospital while ensuring patient safety is protected. Providence is also working with the City of Vancouver, which is responsible for municipal transportation planning, to ensure access requirements for the new St. Paul’s are well understood and roads and routes are designed to fully meet the needs of the campus, local businesses and the community.

What We Heard:

Health services in the West End / Downtown



Consider potential impacts to the West End

Many participants said that St. Paul's Hospital is a valued part of the community and expressed significant concerns about the relocation of the hospital and the potential loss of other health services in the West End. Some said they are concerned that the elderly, those with HIV/AIDS, the homeless and people with disabilities may have difficulty traveling to the new site and may not receive the treatment they need. Others said moving the hospital may impact local businesses, including hotels, coffee shops and restaurants, and other health care services such as doctors, pharmacies and labs.

Our response

While Providence Health Care does not currently have any plans to continue any of its current St. Paul's operations on the Burrard Street site, we are working closely with Vancouver Coastal Health (VCH) to ensure residents in the West End/Downtown continue to have access to the health care services they need after St. Paul's Hospital relocates.

An important part of this work is supporting VCH's planning for new and enhanced services in the West End/Downtown and identifying opportunities to move appropriate services out of the hospital and into the community, where they are more convenient and accessible for residents.

VCH currently provides a vast range of existing health care programs and services in the community for residents of all ages, and will continue to serve the current needs of West End/Downtown residents in their home community while expanding, enhancing and improving access to care into the future.



Maintain the heritage features of the current hospital site and ensure future development provides community benefits

Some participants expressed an interest in developing the current St. Paul's site in a way that respects the heritage of the facility and provides benefits to the community.

Our response

The heritage aspect of the Burrard Building is important to Providence and our history. St. Paul's Hospital is listed on the Vancouver Heritage Register as a category "A" facility. However, it is not a designated heritage building nor currently protected by legal statute.

Any planning for the future development of the Burrard site (and the related considerations of heritage preservation) will happen in a future phase, and would need to occur in accordance with municipal bylaws and redevelopment processes.



Coordinate with community organizations in the West End

Participants expressed a desire for information sharing and integration with community programs and not-for-profit organizations in the West End.

Our response

Services at the new St. Paul's will be integrated with a variety of primary and community care facilities and support services on the campus and in the broader community, including in the West End.

Although the new site is just three kilometres from the existing site, St. Paul's Hospital is a vital part of the Downtown and West End communities. Patients and residents of the West End expressed significant concerns about continued convenient access to health services, the social and economic impacts of moving the hospital out of the community, and maintaining the heritage and community value of the existing facility.

"I hope that there continues to be some sort of health care access point at the old St. Paul's site – like a 24-hour clinic."



Provide a range of health services in the area

Participants felt strongly that a range of services should remain in the neighbourhood to meet health care needs across the life spectrum for a diverse and growing population, including emergency or urgent care services, specialized clinics and expanded services for seniors. Many participants said they would like to see the existing hospital buildings remain as a health care facility that would provide health services and emergency back-up during disasters. Interest was expressed in having the following services remain or be newly established elsewhere in the area:

- A 24/7 emergency care hospital or urgent care clinic
- Elder-focused clinics like the Falls and Fracture Prevention Clinic and the Healthy Heart Program Prevention Clinic, as well as geriatric, dementia and osteoporosis clinics
- Clinics for chronic diseases such as diabetes, lung disease, addiction, mental health issues and HIV/AIDS, and for dialysis and pacemakers
- More home care and other independent living supports
- More primary care and family doctors
- Services for the homeless, children, pregnant women, gay men, families, immigrants and tourists
- Mental health and addiction education and treatment
- A youth mental health drop-in centre
- Residential care and palliative services
- Transitional care beds
- Low-cost seniors housing
- Labs and diagnostics
- Specialists
- Dietitians
- Massage therapists

Our response

Providence Health Care is working in close partnership with Vancouver Coastal Health (VCH) to review health care services in Vancouver's West End/Downtown and to explore potential future services to ensure residents continue to receive the primary and community care services they need.

We have provided VCH with the detailed feedback gathered in our community consultation to help inform their health services planning process for the West End and we will continue to work with them as this planning unfolds. A key emphasis of VCH's planning will be on expanding and enhancing primary, home and community services to help reduce demand for hospital and residential care services.

Although Providence currently has no plans to continue providing its health-care services at the Burrard Street site, this does not preclude the opportunity for future health services to be located on the Burrard Street site. The future use of the site has not yet been determined.

What we heard:

Communications & engagement



Continue to engage and communicate with communities and stakeholders

Many respondents, including health care staff and care givers, stressed the need to engage with patient and families, hospital staff and other caregivers to ensure their needs are considered in the planning process. Participants strongly supported ongoing communications and involvement of local residents and organizations in the planning process.

"I am really hoping people working in specific areas are consulted on what they need."

Our response

Providence is committed to engaging with patients, families, communities, cultural groups, care providers, researchers, educators, Indigenous groups and communities, and other key stakeholders to help us shape the new St. Paul's. The feedback we have gathered has been documented in community consultation reports and is being considered at every stage of the planning process from program delivery to building design. It is also being shared with our planning partners including the Vancouver Coastal Health, the City of Vancouver and B.C. Emergency Health Services to help inform their related planning on community health care, land-use and emergency services. Engagement will continue throughout the planning process.

To view our community forum reports and learn how you can help shape the new St. Paul's, please visit the project website at thenewstpauls.ca.

The City of Vancouver, in partnership with Providence, is also leading a separate but parallel public engagement process related to the Station Street site. The city-led multi-phase process involves includes open houses, one-on-one stakeholder meetings and online questionnaires to gather feedback on guiding principles for development, community impacts and preliminary design concepts for the site. The information gathered is being used to develop a policy statement that will guide the future development of the Station Street site, including land use, density, transportation, sustainability, building types and heights, public amenities, phases of development and integration with the adjacent neighbourhoods.

For more information about this process please visit the City of Vancouver website at vancouver.ca/home-property-development/new-st-pauls.aspx

What we heard at a glance

The primary interests of participants

- Specialized programs and services to serve a broad range of needs
- Well-designed, state-of-the-art facilities and operations
- Meeting future health care needs
- Collaborative, integrated, inclusive, patient-centred care
- Transportation, parking and access to the new site
- Community impacts and integration into the Eastside/Strathcona neighbourhood
- Community impacts and health services in the West End/Downtown
- Partnering with other organizations to coordinate services
- Continuing communication and engagement

Next steps

City of Vancouver Policy Statement

The City of Vancouver, in partnership with Providence Health Care, is leading a separate but parallel process to create a policy statement that will guide development of the Station Street site, including land use, transportation, density, building types and heights, and associated public benefits.

To inform this work, the city's includes has a multi-phase public and stakeholder engagement to gather feedback on draft guiding principles for development, community impacts and Providence's preliminary design concepts for the new St. Paul's campus.

Phase 2 of the city-led engagement is now complete. Providence's preferred development concept for the site will be shared in the next phase of the policy statement work.

To find out more about the process and upcoming opportunities to have your say, please visit the City of Vancouver website at vancouver.ca/home-property-development/new-st-pauls.aspx.

Vancouver Coastal Health planning for the West End and Downtown

Vancouver Coastal Health (VCH) provides a vast range of existing health care programs and services in the community for residents of all ages. VCH will continue to serve the current needs of West End/Downtown residents in their home community, while expanding, enhancing and improving access to care into the future.

As part of St. Paul's redevelopment planning, Providence is working closely with VCH to ensure West End residents continue to have access to the health care services they need after St. Paul's relocates. The feedback gathered from West End residents and community groups will help to inform this planning, and Providence will participate in VCH engagement activities on health services for the West End/Downtown as appropriate.

New St. Paul's Planning Process

Planning for the new St. Paul's is underway and is expected to take several years. Our clinical plan and functional program are currently being tested to ensure the proposed programs, services and facilities fit on the site and within budget parameters. Next steps include Providence continuing to work with the City of Vancouver on the development of a policy statement, refinement of Providence's costing estimates for the project and the submission of plans for the campus to the Ministry of Health.

Appendix A:

Community engagement participants

We would like to extend our thanks to the many patients, family members, medical staff, physicians, researchers, community groups and residents who have participated in the new St. Paul's community engagement process to date and provided valuable input to planning for the new hospital and health campus.

A. Pre-consultation (Spring 2015 to December 30, 2015)

To ensure a rigorous and inclusive process, pre-consultation was held with a number of community groups following the official project announcement. While these meetings were primarily focused on introducing stakeholders to the proposed redevelopment project and process, some clinical plan related comments were gathered. Meetings during the pre-consultation phase were held with:

- B.C. Care Providers Association
- City of Vancouver: Viaducts Planning Team
- Coast Mental Health
- Downtown Vancouver Business Improvement Association
- Dr. Peter Centre
- False Creek Residents Association
- False Creek Flats Advisory Committee
- First Nations Health Authority
- Fraser Health Authority
- Gordon Neighbourhood House
- Heritage Vancouver
- The Kettle Society
- Lookout Society
- Métis Nation B.C.
- MPA Society
- Positive Living Society of B.C. – Executive Members
- Portland Hotel Society
- Provincial Health Services Authority
- Simon Fraser University City Conversation Forum
- Strathcona Residents Association
- Strathcona Business Improvement Association
- Vancouver Business Improvement Association
- Native Courtworker and Counselling Association of B.C.
- Vancouver Coastal Health Authority
- West End Community Forum – May 2015
- West End Seniors' Network
- West End Seniors Community Planning Table
- Wild Women of Turtle Island Drum Group

A pre-consultation community forum was also held:

- St. Paul's Community Forum – October 28, 2015

B. Consultation (January 1, 2016 to May 31, 2016)

Providence began detailed consultation with the public and external stakeholders in January 2016. Consultation activities included meetings, community forums and an online survey. Inquiries were also submitted and answered via a dedicated project email account and by traditional correspondence.

Community Forums

Round One

- St. Paul's Anglican Church – February 16, 2016 (two forums were held)
- Carnegie Community Centre – February 24, 2016
- Creekside Community Centre – February 24, 2016

Round Two

- St. Paul's Anglican Church – March 1, 2016 (two forums were held)
- Creekside Community Centre – March 9, 2016
- Carnegie Community Centre – March 10, 2016

Meetings

- The Bloom Group
- Help! Teeth Hurt
- The Left Bank Strata Residents
- Vancouver Native Health Society

Online Survey

- Providence Online Survey - February 16 to March 11, 2016

Correspondence

- Correspondence (emails, letters, phone calls, social media comments) – January to August 2016.

Appendix B:

Survey, forums, meetings & correspondence

Community forum report

Themes heard in our community forums included:

- ✓ Health services and delivery at the future site
 - Provide services that support the full range of health needs
 - Integrate health care services with existing community
 - Focus on the diverse needs of the population
- ✓ Health services at the existing site and in the West End
 - Establish a 24/7 emergency/urgent care hospital/centre
 - Ensure diverse services to meet health care needs across the life spectrum for an increasingly diverse population
 - Repurpose the existing facility
 - Increase access to family doctors in the community
 - Increase integration and coordination with health service providers, including those from the West End
- ✓ Transportation and access to the new site
 - Consider the cost and availability of frequent and reliable 24-hour transportation to the new site
 - Create an ambulance station in the West End
 - Consider overnight accommodation for families
- ✓ Suitability of the new site
 - Consider the potential impacts from flooding or earthquakes
 - Plan for access to and service delivery at the new site in the event of an earthquake or flooding
 - Potential impacts to the West End
 - Preserve the culture of the community
 - Consider the economic and services impact to the area when St. Paul's relocates
- ✓ Communications and engagement
 - Continue ongoing communications and engagement with community

See the *Community Forum Summary Report* at thenewstpauls.ca/news-updates/consultation-reports

Online questionnaire report

Themes expressed in the online survey included:

- ✓ Health services and delivery at the future site
 - Provide a broader range of specialized services that support the full range of health needs
 - Provide patient-centred care in well-designed, state-of-the-art, efficiently operated facilities
 - Develop a culture of integration, collaboration and innovation
 - Ensure the new St. Paul's takes into account the future requirements for health care
 - Provide short-term accommodation on or near the new site
- ✓ Health services at the existing site and in the West End
 - Establish a 24/7 emergency/urgent care hospital/centre and other key health services in the area
 - Consider potential impacts to the West End
 - Recognize the heritage value of the site and ensure future development provides community benefits
- ✓ Transportation and access to the new site
 - Plan for parking and traffic
 - Improve transportation and access to the site, particularly for the elderly and people with mobility challenges
- ✓ Suitability of the new site
 - Address concerns about soil stability, particularly in the event of potential earthquakes or floods
- ✓ Communications and engagement
 - Continue ongoing communications and engagement with stakeholders

See the *Online Questionnaire Summary Report* at thenewstpauls.ca/news-updates/consultation-reports

Correspondence

Topics discussed in letters, emails and phone calls included:

- ✓ Communications and engagement
 - Timing and location of the community forums
 - Employee engagement
- ✓ Transportation and access to the site
 - Adequate and affordable parking
 - Improvement to rapid transit
- ✓ Community impacts near the new St. Paul's
 - Displacement of SRO residents
- ✓ West End/Downtown Health Services
 - Services and health facilities in the West End
 - Suggested uses for the current site
 - Urgent care in the West End
 - Impacts of moving the hospital
- ✓ Programs and services at the new St. Paul's
 - Seniors services
 - Dental care services for special needs patients
 - Animal research
- ✓ Suitability of the site
 - Earthquake and flood resilience

Stakeholder meetings

Topics discussed in our meetings with community groups included:

- ✓ Health care services at the future site
 - Seniors services
 - Primary and community care services
- ✓ Health care delivery at the future site
 - Integration with community services
 - Community partnerships
 - Language preferences
 - Food quality
- ✓ Design of the future site
 - Location of programs and services
 - Onsite amenities
- ✓ Traffic and access to the future site
 - Traffic flow
- ✓ Health services at the existing site and in the West End/Downtown
 - Program and service needs
 - Urgent and emergency care
 - Uses for the current site
- ✓ Community impacts and benefits
 - Noise and light pollution
 - Local business impacts and benefits
- ✓ Community partnerships
 - Partner with local social service agencies, organizations and community groups

Appendix C:

Summary of clinical services at the new St. Paul's

Planning for health services at the new St. Paul's

Determining what clinical programs and services are needed and how they will be delivered was the first step in our planning for the new St. Paul's. Our new *Clinical Services Plan*:

- Identifies current care being delivered by St. Paul's to our patient populations and communities
- Forecasts future health care needs and required service volumes for the patient population St. Paul's serves
- Identifies the clinical programs and services that should be incorporated into the new health campus
- Identifies opportunities for transforming some of our models of care
- Identifies opportunities to establish new services

Clinical planning considerations

Our planning for clinical services at the new St. Paul's has taken into account:

- The latest data on current and future health care needs for St. Paul's patients to ensure evidence-based decision-making
- Global best practices and technological innovations in patient-care delivery
- The Ministry of Health's vision to transform health care delivery in B.C. by putting patients at the centre and integrating hospital and community health services
- Innovative models of care being designed in partnership with Vancouver Coastal Health (VCH) and other health and academic partners
- The ideas, interests and concerns expressed by patients, families, communities, care providers and other important stakeholders through our comprehensive internal and community engagement processes
- Greatest opportunities for operational efficiencies and potential for innovation
- Financial and technical analysis

Integrated care

The future of health care service delivery in B.C. will include much greater integration of acute, primary and community care. This will support greater communication and coordination between care providers, and ensure patients get the care they need where and when they need it most – in the hospital, in an ambulatory or community-based clinic, or at home. At the new St. Paul's, this involves:

- Integrated hospital and community care – Innovative new models of care are being developed by Providence and VCH through a newly established Care Transformation Planning Committee that will better connect hospital, residential, community and home care services.
- Integrated hospital programs and services – Complementary programs and services will be co-located in the hospital and elsewhere on the campus to simplify wayfinding, streamline patient transitions and encourage collaboration between care providers.
- Integrated research and teaching – Research, teaching and learning will be embedded directly into clinical areas to facilitate new discoveries, foster cutting-edge innovation and bring medical breakthroughs to our patients faster than ever before.

Programs and services at the new St. Paul's

The new St. Paul's will continue to be a full-service hospital, providing general, specialized and ambulatory care services to both the local community and patients from all over B.C. It will offer acute, emergency and critical care, as well as a diverse range of surgical specialty programs, to treat people when they are the sickest and need specialized care. The new hospital will be connected and integrated with a number of primary care and community health services and support programs – both on the Station Street campus and in the broader community – in partnership with Vancouver Coastal Health and other providers to meet continuing needs of patients from throughout B.C. and the local communities. St. Paul's will also remain an adult academic health sciences centre – one of B.C.'s most specialized health care research, teaching and learning institutions.

All existing St. Paul's programs and services offered at the present location on Burrard Street will be offered at the new Station Street site.

Clinical programs at the new St. Paul's will include:

- MEDICINE PROGRAM – comprehensive general medical care for patients with co-morbid cardiac, lung/respiratory and neurological disease, acute kidney injury, geriatric syndromes, mental health and substance use disorders, and infectious diseases
- SURGERY PROGRAM – scheduled and unscheduled general and highly specialized surgical services for patients from across the province
- MATERNITY & PEDIATRICS – specialized care for high-risk pregnancies and seriously ill maternal patients, a neonatal intensive care unit for infants 32 weeks of age and above, and a strong academic focus
- EMERGENCY SERVICES – 24-hour specialized services to deal with the full spectrum of medical emergencies
- CRITICAL CARE – an intensive care program for B.C.'s most critically ill patients, including patients with kidney, heart and lung diseases
- RENAL PROGRAM – complex and specialized care and surgical services, including transplants, for people with acute and chronic kidney diseases
- HEART AND LUNG PROGRAM – a highly-specialized (quaternary) cardiac centre in B.C. providing medical therapy, surgery, daycare procedures, inpatient care, critical care, ambulatory care and rehabilitation to patients from around the province
- ELDER CARE – specialized services for elders provided by multidisciplinary teams, including acute elder care services, outpatient elder care clinics and palliative care
- URBAN HEALTH PROGRAM – a range of coordinated emergency, inpatient, outpatient, specialized diagnostic and treatment services for city-based populations, including those with no fixed address, with complex health problems such as malnutrition, hepatitis, HIV/AIDS, mental health and problematic substance use issues; Indigenous health
- CROSS PROGRAM SERVICES – diagnostic imaging and radiology, pathology and laboratory medicine, pharmacy
- FAMILY AND COMMUNITY MEDICINE – family medicine resident education, research and advocacy as well as patient care and community service with models of care extending across emergency, mental health, urban health, medicine, maternity, surgery, elder care and palliative care
- RESEARCH, ACADEMICS AND TEACHING – the Providence Health Care Research Institute is an adult academic health sciences centre (one of British Columbia's most specialized research, teaching and learning hospitals) offering research and teaching across programs. St. Paul's is also home to the B.C. Centre for Excellence in HIV/AIDS, Centre for Heart and Lung Innovation, Centre for Health Evaluation Outcome Sciences, Respiratory Division, Centre for Health Valve Innovation and the newly announced B.C. Centre for Substance Use. Providence also has a strong academic affiliation with the University of British Columbia.

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"The new hospital is an opportunity to transform the way health care is delivered in B.C."

- COMMUNITY FORUM PARTICIPANT

For more information about the new St. Paul's,
please visit the project website:

thenewstpauls.ca

You can also send comments and inquiries by email to:

thenewstpauls@providencehealth.bc.ca

THE NEW  STpaul's


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