

Facility Master Plan for a Network of Community Health Services

Case Study

Vancouver Community Health Services

Vancouver, British Columbia

WORK PERFORMED: 2009-2010

SIZE/SCOPE: 750,000 GSF, 50 sites, 80 programs

CHALLENGE

Cynthia Hayward developed a comprehensive facility master plan incorporating all components of the Vancouver Community Health Services portfolio including primary care clinics; mental health, addictions, HIV, and Aboriginal health services; group homes; and preventive health care. With over 750,000 GSF distributed across 50 unique sites — 67 percent leased — the leadership team needed an evaluation of all its facilities and a master plan to resolve current space issues and facilitate its future vision for delivering health services to Vancouver residents.

Client Access and Facility Image for Vancouver Community Health Services Varies by Site



Purpose-built facility



Repurposed facility



High-rise building



Residential property



Historic building



Downtown storefront

Conducted a comprehensive survey. Cynthia and her team surveyed 50 unique facilities throughout the City of Vancouver — accommodating 80 different programs — to identify the current scope of services, staffing, workload volumes, and program linkages. Cynthia summarized key facility characteristics and identified issues by program as well as by location. She established space standards and performance criteria, estimated future space needs, and identified opportunities to consolidate and reconfigure the facilities over time to improve client care delivery and optimize resource utilization.

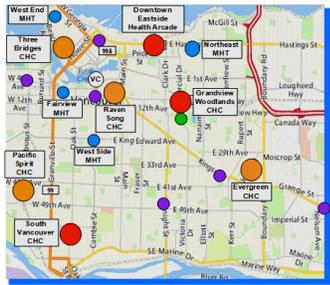
Summarized facility planning issues. Cynthia found that the client encounter space at the community health centers was undersized with too many competing programs. Although occupying prime real estate in downtown Vancouver, 40 percent of the space was used for workstations for mobile public health and home health staff who occupied the space infrequently. A large amount of space was also used for warehousing of vaccines and medical supplies used by the mobile staff. Many of the older facilities had physical plant and infrastructure issues and problems with parking, wayfinding, wheelchair accessibility, and security were common.

Cynthia developed three “straw man” facility reconfiguration scenarios that represented alternate facility planning approaches from a capital investment as well as philosophical perspective. Using the scenarios, Cynthia led the senior leadership team to reach consensus on a hybrid strategy. She subsequently prepared a detailed implementation plan — resulting in a facility master plan that is both dynamic and implementable.

Case Study

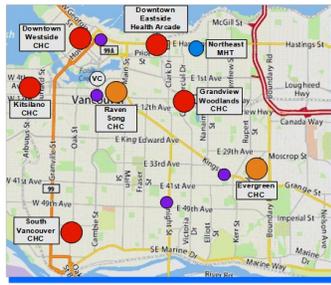
SCENARIO #1

Maintain the Status Quo With Some Consolidation and Improved Utilization — this approach represents a baseline scenario to resolve high-priority facility issues over a ten-year planning horizon.



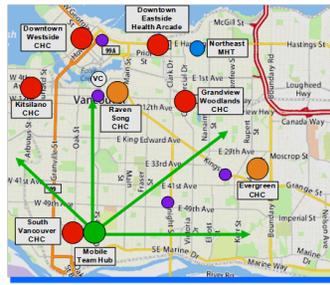
SCENARIO #2

Achieve the Maximum Consolidation Possible while continuing to serve distinct communities.



SCENARIO #3

Provide the Highest and Best Use of Prime Real Estate by unbundling space for mobile staff from the Community Health Centers.



- New Community Health Center
- Existing Community Health Center
- Mental Health Team
- Other Client Encounter Sites
- Mobile Staff Only
- VC Admin/Mobile Staff Only

OUTCOME

This study led to consensus on redevelopment of the largest parcel of land owned by Vancouver Coastal Health — the 24.5 acre Pearson-Dogwood site on the south side of the city. Occupied by two older residential facilities for people with physical disabilities, the site will be a model for a private-public sector development in Vancouver. Vancouver Coastal Health will retain 3.2 acres that will include a new community health center, a residential care home, a new therapeutic pool, and support space for community services. All of the proceeds from the sale will be used for reconfiguring and replacing its other outdated community health facilities throughout the city.

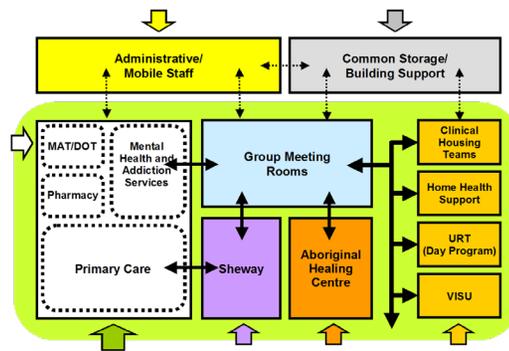
The redevelopment plan allows the private developer to build 2.3 million GSF of residential and approximately 132,000 GSF of retail space in up to 10 towers. The developer will also be required to provide 411 units of affordable rental housing, 114 new subsidized homes for those with disabilities, a 2.5-acre city park, a one-acre urban farm, a 69-space child-care center, and a SkyTrain station — all meeting LEED Gold certification.



Detailed Implementation Plan



Concept Plan for Downtown Health Arcade



The rezoning of the site was approved by the Vancouver City Council in July 2017. Detailed planning for all components is underway and construction started in 2018.