



PROJECT BRIEF

BC Cancer Agency's Centre for the North Project

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1. INTRODUCTION

1.1 Purpose of this Project Brief

This Project Brief provides background information on the Northern Cancer Control Strategy and the BC Cancer Agency's Centre for the North Project, which is one component of the overall Strategy.

The Project will be procured as a public private partnership (PPP). The Provincial Health Services Agency (PHSA) and the BC Cancer Agency (BCCA) have engaged Partnerships British Columbia Inc. (Partnerships BC) to manage the competitive selection process for the new cancer centre. Partnerships BC was established by the Government of B.C. to evaluate, structure and implement public, private partnership solutions which serve the public interest. Additional information about Partnerships BC is available at www.partnershipsbcc.ca

This Project Brief, and all comments included in it, is intended only as a convenient summary and reference describing the Centre for the North Project, the business opportunity, Provincial Services Health Authority, BC Cancer Agency Branch, and the anticipated procurement process. **The Project Brief is not included as part of the Request for Qualifications (RFQ) or Request for Proposals (RFP), and is not intended to be included with, or referred to in any way in interpreting the requirements of, the RFQ, the RFP, the Project Agreement, or to in any way define or describe any party's rights with respect to the project.**

1.2 Provincial Services Health Authority and BC Cancer Agency

There are five regional health authorities and one provincial health authority in British Columbia (B.C.), which are the main organizations responsible for local health service delivery in the province. The Provincial Health Services Authority is one of six B.C. health authorities established in December 2001. PHSA plans, manages and evaluates specialty and province-wide health care services across B.C. It works in collaboration with the Ministry of Health Services and the regional health authorities to improve the health of the population through system-wide improvements. PHSA provides a key strategic and organizational framework that advances the delivery of high quality and efficient health services, and supports the research and education missions of the PHSA agencies and programs.

The Provincial Health Services Authority is responsible for managing the quality, coordination, accessibility and cost of selected province-wide health-care programs and services. This includes selected services provided in facilities governed by other health authorities, as well as those programs and services provided through the following provincial agencies: BC Cancer Agency, BC Centre for Disease Control, BC Children's Hospital and Sunny Hill Health Centre for Children, BC Provincial Renal Agency, BC Transplant Society, BC Women's Hospital & Health Centre, Cardiac Services BC, Forensic Psychiatric Services Commission and Riverview Hospital.

The BC Cancer Agency provides a province-wide, population-based cancer control program for the residents of British Columbia and the Yukon. The BC Cancer Agency's mandate covers the spectrum of cancer care from prevention and screening, to diagnosis, treatment and through to rehabilitation. The BC Cancer Agency's mandate is driven by a three-fold mission:

1. to reduce the incidence of cancer
2. to reduce the mortality rate of people with cancer
3. to improve the quality of life of people living with cancer

This mission drives everything BCCA does, including providing screening, diagnosis and care, setting treatment standards, and conducting research into causes of, and cures for, cancer.

Northern Health (NH) is a partner in the implementation of the Northern Cancer Control Strategy. NH covers the northern two-thirds of British Columbia and is responsible for the delivery of health care across Northern B.C. The delivery of health care services includes everything from acute care to mental health, public health to home and community care services. Over 300,000 people live within the NH boundaries (7% of the population of B.C.), and this is expected to increase to 348,000 by 2010. The Northern population has significantly poorer health outcomes than other regions of B.C.

NH currently provides a component of prevention programs for cancer, diagnosis and surgery for cancer, and, in partnership with the BCCA, delivers most of the systemic (drug) therapy for cancer in the North. Acute care for complications of cancer or its treatment and palliative services are delivered by NH.

1.2.1 Project Governance

PHSA, BCCA and NH have established a project governance structure for Northern Cancer Control Strategy, of which the BC Cancer Agency's Centre for the North Project is one component. The Strategy will be managed by a Joint Steering Committee comprised of senior executives from the PHSA, BCCA and NH. The Joint Steering Committee has appointed an interim Chief Project Officer and is in the process of searching for a permanent Chief Project Officer. The Chief Project Officer will be responsible for the implementation of the Strategy and will report to and take direction from the Joint Steering Committee.

PHSA/BCCA has also retained the following advisors to assist in implementing the Project:

- Stantec Architecture Ltd. (Facility Consultants)
- Deloitte & Touche LLP (Business Advisor)
- ADR Chambers (Fairness Advisor)
- Bull Housser & Tupper LLP (PPP Legal Advisor)
- Alexander Holburn Beaudin & Lang LLP (PHSA/BCCA Corporate Counsel)
- Spiegel Skillen and Associates Ltd. (Quantity Surveyor)
- Boughton Law Corporation (Conflict of Interest Adjudicator)
- Facility Management Advisor – to be determined
- Equipment Consultant – to be determined

1.3 Northern Cancer Control Strategy Background

The Northern Cancer Control Strategy is a joint initiative between the PHSA/BCCA and NH. The mandate is to create a plan to address the cancer control needs of Northerners into the foreseeable future in a way that responds to the epidemiology of cancer in the North and the demographic and service delivery challenges that are unique to Northern B.C.

The unique geography and demographics of the North create challenges - and opportunities - for every aspect of planning for cancer-related services. The key characteristics of the region which makes it truly unique include:

- A small widely dispersed population with a higher proportion of young people than the provincial average;
- An expectation for rapid growth in the number of seniors;
- An increase in the number of new cancer cases reported annually from 1,000 in 2005 to 1,400 in 2015;
- A high level of behavioural risk factors for cancer including high smoking rates, high levels of alcohol consumption and high rates of obesity; and
- The highest proportion of Aboriginal people in B.C. with numerous levels of organization and differing models of health service provision.

The mandate of the Strategy is to plan for a continuum of cancer related services from prevention and health promotion, to screening, detection, treatment, rehabilitation, and research. A framework is used to match the issues surfaced in the Preliminary Findings Document with priorities for action around three main categories of outcome: incidence of cancer, survival from cancer, and quality of life and access to services for Northerners.

The Northern Cancer Control Strategy has three short term priorities:

1. Prevention, promotion and screening
2. Detection and diagnosis; and
3. Treatment and care.

One of the most significant components of the Northern Cancer Control Strategy is the creation of the BC Cancer Agency's Centre for the North, the sixth regional cancer centre in the Province.

2. THE PROJECT

2.1 Background to the Project

The BCCA currently operates regional cancer centres in Kelowna, Victoria, Surrey and Vancouver and the new BC Cancer Agency's Abbotsford Centre. The centres in Kelowna, Victoria and Surrey function on the sites of major regional hospitals that provide diagnostic, non-clinical support and inpatient and limited operating room services. A similar model is envisaged for the Centre for the North in Prince George.

The Centre for the North will access inpatient beds, diagnostic and facility support services from the Prince George Regional Hospital. The Centre for the North will primarily be an outpatient facility operating five days per week (Monday to Friday).

It is also anticipated that the Centre for the North will act as the hub for medical oncology practice in the North. Patients will travel from communities throughout the North to Prince George for their medical oncology consultation or they will be assessed by medical oncologists in Prince George by telemedicine links to their nearest community cancer clinic. Medical oncologists from Prince George are also expected to provide outreach clinic visits to these communities. Patients are likely to have their chemotherapy treatment, closer to home, in a recognized community cancer clinic which is part of the Communities Oncology Network, unless they require concomitant chemo-radiotherapy in Prince George or sub-specialized care in Vancouver.

The following reasons support the need for a new regional cancer centre in the North:

- The need to improve patient access to specialized cancer care for all communities across the North by offering treatment capacity for radiation and systemic therapy (e.g. linear accelerators, chemotherapy chairs, ambulatory care unit exam rooms, etc.) closer to home and on-site seamless integration with cancer control services including: diagnostic imaging, laboratory, surgery, patient and family counselling, nutrition, palliative care and end of life care
- Enhancing and establishing a team of specialized experts through the recruitment and retention of oncologists, medical physicists, oncology nursing, pharmacists, etc. for the region
- Increasing access to patient and professional staff education, academics and research capacity across a multidisciplinary team of experts in the centre and throughout the communities
- In partnership with Northern Health and the communities, enhance existing networks and common services which includes: prevention, screening and early detection, family practice oncology network, consultative clinics, psychosocial network, palliative care network, communities oncology, cancer registry, surveillance and outcomes, clinical practice guidelines, etc.

2.2 Project Vision and Guiding Principles

The project team has developed a vision and guiding principles for the project.

The vision for the Northern Cancer Control Strategy is:

To strengthen the capacity to prevent, detect, and treat cancer and support patients in the North

The goal for the Northern Cancer Control Strategy is:

Develop a shared vision of short and long-term priorities for cancer control in the North that are patient focused, evidence and data driven.

Guiding Principles

The following guiding principles were developed by PHSA/BCCA/NH to provide guidance in the procurement and development of the Northern Cancer Control Strategy and in determining project priorities. The project initiatives must be:

- Supportive of the project vision “To strengthen the capacity to prevent, detect, and treat cancer and support patients in the North”;
- Integrated and planned within the provincial BCCA program;
- Based upon evidence for benefit of existing and proposed interventions;
- Directed towards improving cancer outcomes;
- Based upon interdisciplinary practice within existing professional practice standards and provincial clinical practice guidelines;
- Complementary to existing and proposed practice patterns for the North; and
- Culturally sensitive to the issues that characterize the North.

2.3 Project Overview

2.3.1 Physical Description of the Project

A preliminary functional program has been created for the Centre for the North. The Centre for the North will be a 4,200 m² building and anticipated to contain the following:

1. Reception and admitting area;
2. Chemotherapy Treatment Unit (twelve chairs and three stretchers);

3. General Outpatient Clinics (six exam rooms, two stretcher rooms, one interview room);
4. Professional staff offices (eight) and staff facilities;
5. Radiation Therapy (one CT simulator, two linear accelerators, one brachytherapy room); and
6. Pharmacy.

The functional program will be finalized and released to the short-listed proponents via the Output Specifications schedule within the draft Project Agreement.

The Centre for the North will need to be connected to the Prince George Regional Hospital so that patients, staff and equipment can easily travel between the facilities. This connection is included in the scope of the PPP.

2.3.2 Programs and Services

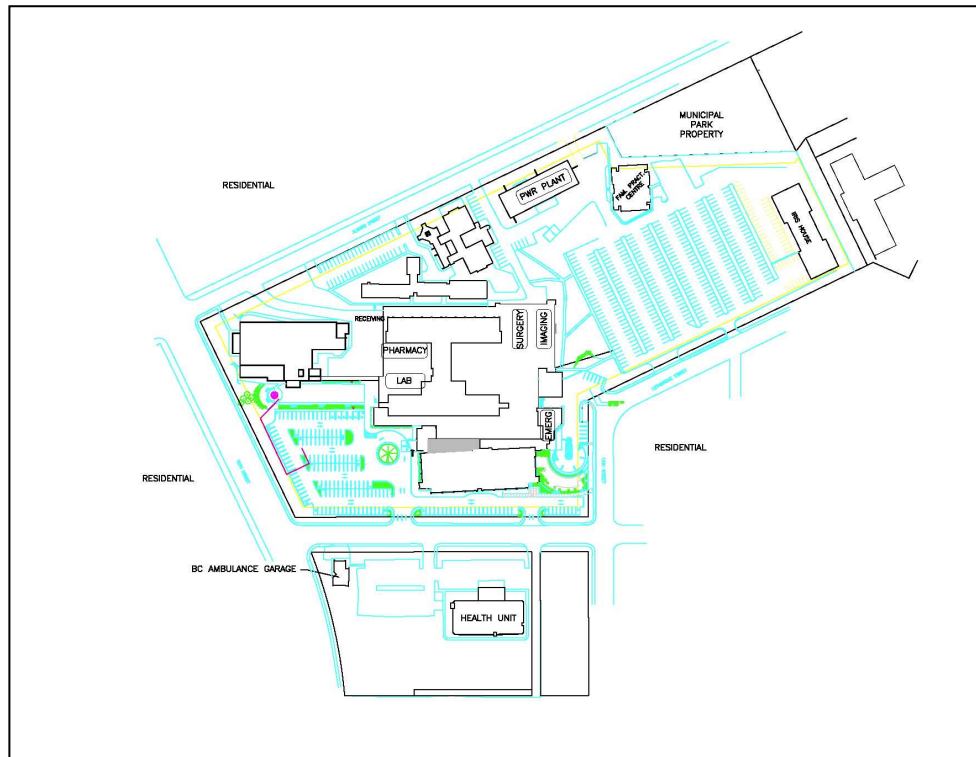
It is proposed that the BC Cancer Agency's Centre for the North will provide the following programs and services:

- New patient multidisciplinary consultation and care planning;
- Chemotherapy and systemic care delivery;
- Radiation planning and treatment;
- Surgical oncology assessments;
- Supportive care and pain and symptom management clinics;
- Nutritional consultation and rehabilitation support;
- Acute oncology psychiatric support;
- Patient and community education; and
- Clinical trials enrolling patients interested in being offered new therapies under evaluation.

2.3.3 Site and Integration Issues

The Centre for the North will be constructed on the Prince George Regional Hospital site. The hospital is located in the center of Prince George within a well established residential neighbourhood. The site consists of a 225-bed acute care facility, a physical plant building, two residential care buildings, a family practice clinic, two mental health and addictions care facilities and parking for approximately 650 staff and visitors. The site is bounded by public roadways on three sides. The Public Health building is located across the street and immediately east of the acute care building and may provide some opportunities for structured parking solutions.

Prince George Regional Hospital and Health Unit Site Plan



The site location of the new Centre for the North will require an enclosed link to the hospital while considering future expansion of the hospital. Staging of the Centre for the North construction will require replacement parking displaced by the new centre and the additional parking from the center staff and patients to be addressed prior to the commencement of the cancer center construction. This will be confirmed in the RFP.

Considerations for integration of the existing hospital include patient support for laboratory services, medical imaging and inpatient care. Building integration will include support from the existing physical plant facility for mechanical and electrical services.

2.4 Funding

The total estimated cost of Northern Cancer Control Strategy, which includes the new cancer centre, renovations to Prince George Regional Hospital, radiation and diagnostic equipment and infrastructure expansion for cancer care services throughout the North, is an estimated \$99.5 million.