



# Capital Asset Realignment for Enhanced Services (CARES)

## Business Plan Studies for Waco, Texas

### Presentation to the Local Advisory Panel



# Introduction and Background



- **The Secretary's CARES Decision Document, May 2004, calls for additional studies to improve the previous analyses for eighteen sites**
- **Waco, Texas is one of these study sites**
- **Team PricewaterhouseCoopers (PwC) was selected as the prime contractor to complete these studies**

# Study Objective



**Identify the optimal approach to provide veterans with healthcare equal to or better than is currently provided in terms of:**

- **Access**
- **Quality, and**
- **Cost Effectiveness**

# Study Outcomes



**As a result of this study, VA will receive a broad range of healthcare options to meet VA's current and forecasted needs, from which the VA will select up to 3 to 6 options to study further, from which one option will be recommended.**

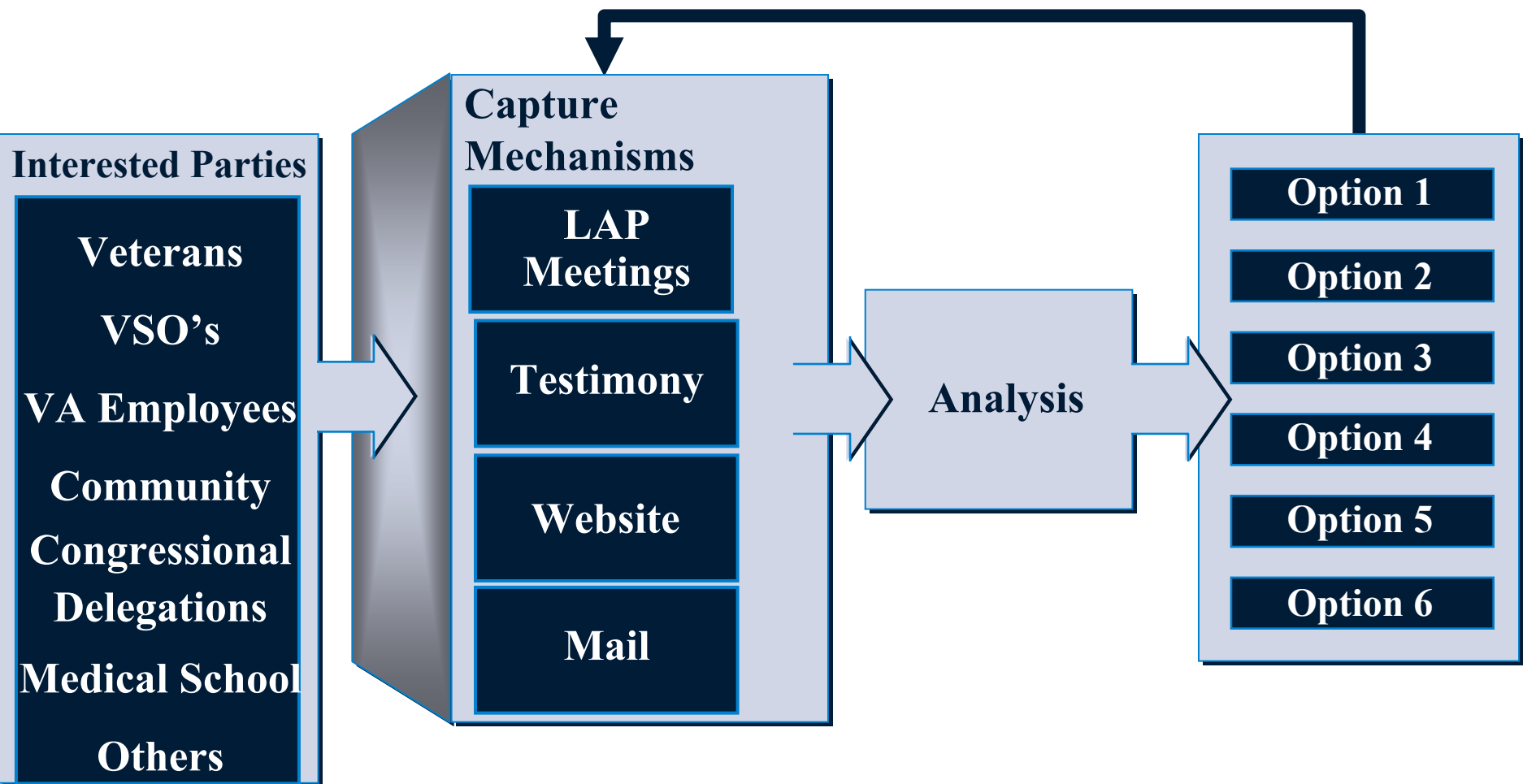
*Any option selected by the Secretary which requires capital investment will have to compete with all other construction initiatives currently requiring funding.*

# Study Considerations



- **Demand for services based on VA forecasts**
- **Access to services**
- **Quality of care**
- **Research and education**
- **Capital requirements**
- **Cost – operating and capital**
- **Consider co-location opportunities**
- **Potential for collaboration with other healthcare providers**

# Public and Interest Group Input Process

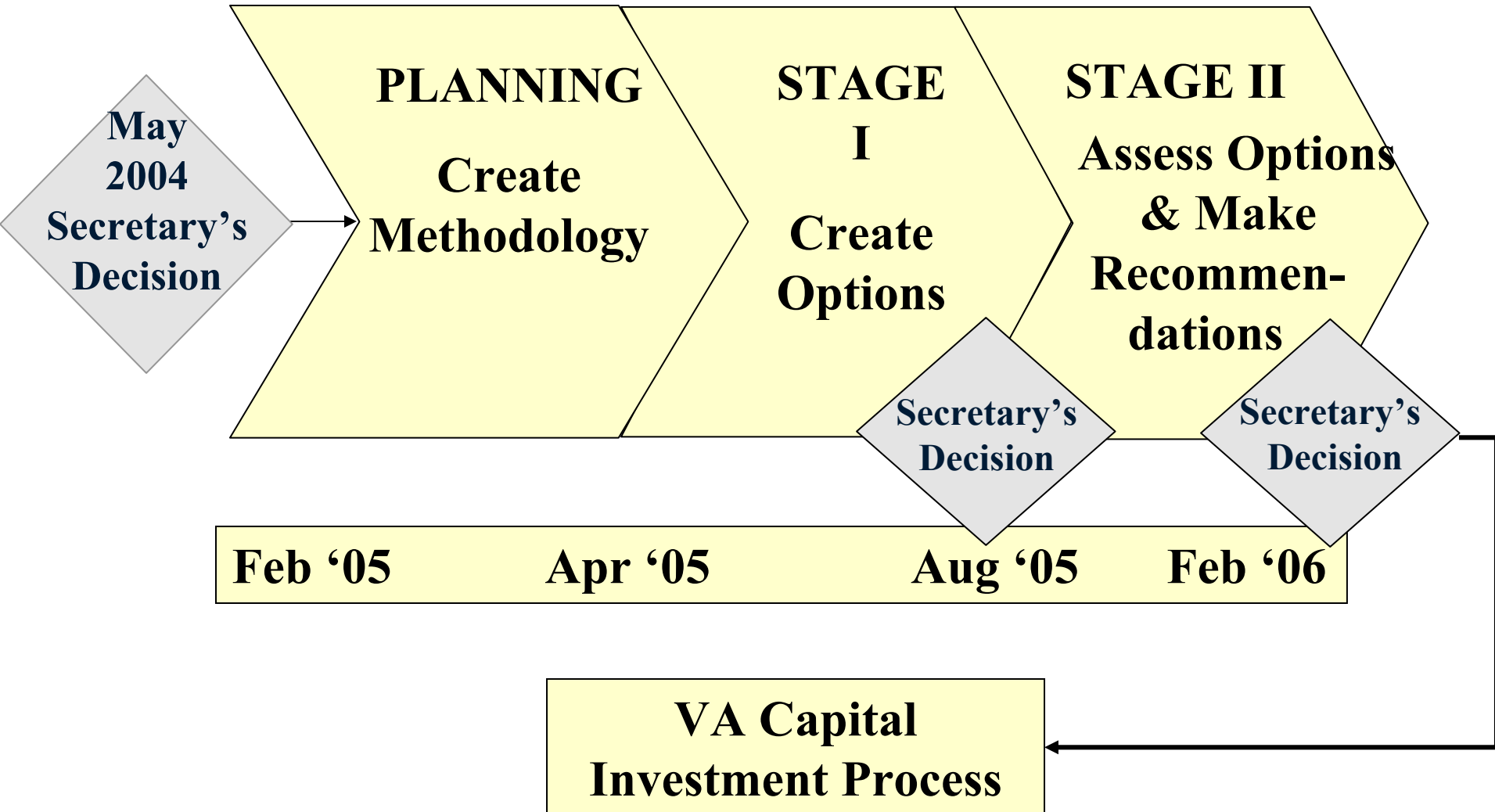


# Study Scope for Waco, Texas



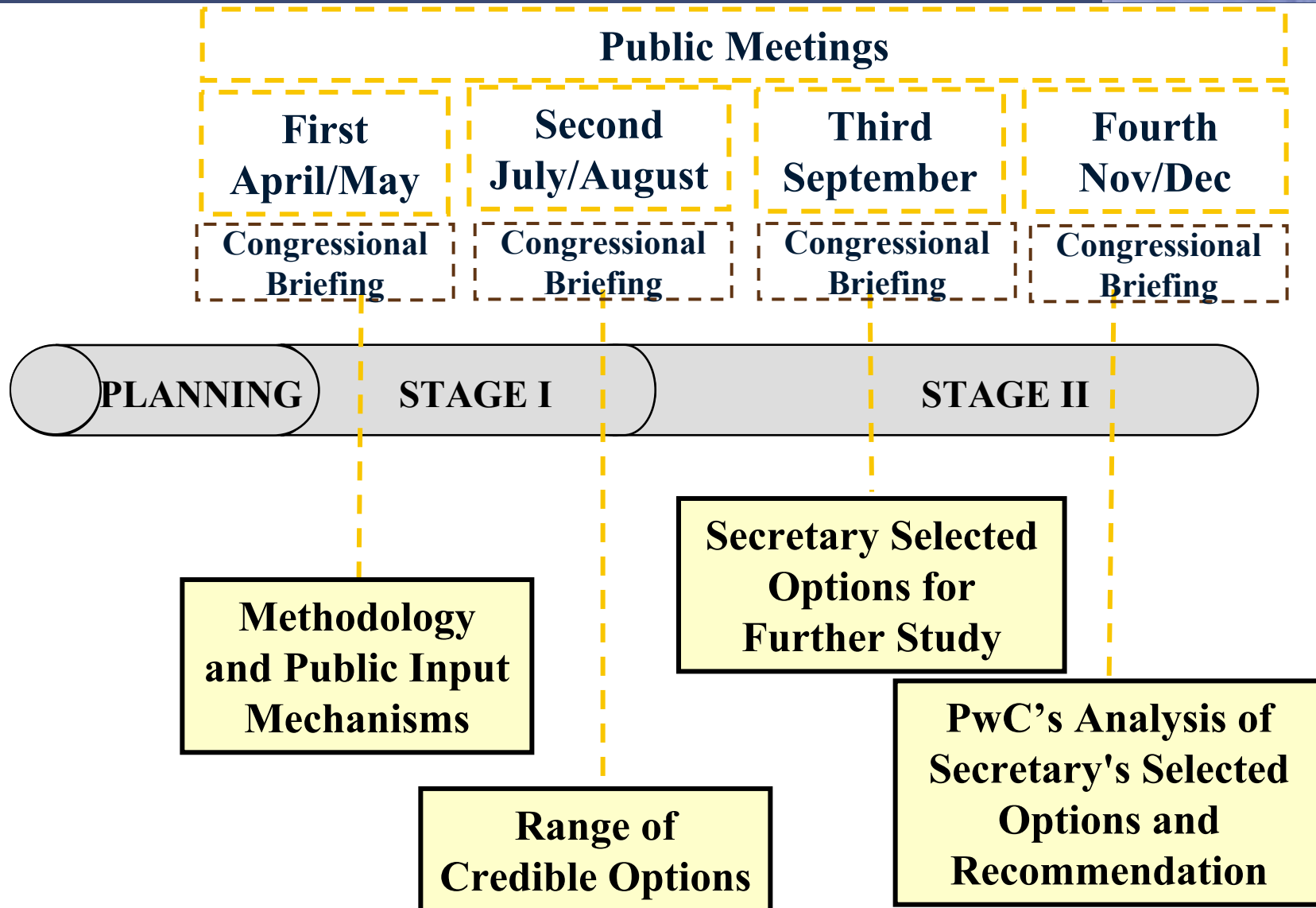
- **Healthcare Delivery Study – Determine type and volume of services and best location**
- **General Capital Plan – Determine best design and use of VA’s assets**
- **General Re-use/Redevelopment Plan – Determine real estate potential for each campus**
- **Financial Analysis – Develop a cost effectiveness analysis**
- **Public and Veterans’ Interest Group Input – Capture Public/Veterans’ Opinions and Preferences**

# Project Overview





# Veteran and Public Input



# Stage I Business Plan Options and Decisions



## Stage I

- **Develop a broad range of credible options**
  - Type of services
  - Where and how they can be provided
  - Alternative capital / infrastructure plans
  - Re-use/Redevelopment potential of VA healthcare resources
- **Assess each option's potential to meet or exceed the CARES objectives**
- **Take into account veteran/public needs and concerns**
- **All options will be presented from which six credible options will be considered for further study in Stage II**

## VA Decision

**Which of the options should be selected for detailed study in Stage II**

# Stage II Business Plan Options and Decisions



## Stage II

- Detailed development and analysis by Team PwC of VA's selected business plan options
- Provide opportunity for veteran/public input
- Take into account veteran/public needs and concerns
- PwC independently selects a recommended business plan option
- Prepare a draft business plan for the recommended option

## VA Decision

Approval of a recommended business plan option for implementation at each study site

# Overview of the Option Development Process



## Inputs & Analysis

VA Forecast of Demand for Healthcare

Existing Facilities and Services

Future Modernization Needs

Public/Veteran Opinions and Preferences

Potential Re-use / Redevelopment of Land or Buildings



## Option Development

Healthcare Study

Facilities Requirements

Capital Planning

Land and Space that could be Marketed

Re-use / Redevelopment Planning

Alternative Location or Configurations

Financial Evaluation and Assessment

# The Baseline Option



**No significant change either to the location or type of services provided in the study site, taking account of:**

- Projected changes in healthcare volume for particular procedures**
- Ongoing preventative maintenance of buildings**
- Capital investment required to maintain a safe healthcare delivery environment**

# Alternative Business Plan Options



**Alternatives to consider and as defined in the Secretary's CARES Decision Document, May 2004. Options could contain any combination of the following, but not limited to:**

**In house services**

**Newly located hospital**

**Locating complementary services**

**Transferring care**

**Contracting/fee basing services**

**Sharing agreements**

**Joint Ventures with DoD**

**Renovation of an existing site**

**Leasing of space**

**Enhanced Use Lease Authority**

# Business Plan Option Decision Criteria



**Each acceptable Business Plan Option (BPO) will meet or exceed the following screening criteria:**

- **Maintain or improve overall healthcare quality**
- **Maintain or improve veterans' access to care**
- **Result in a cost effective configuration of VA physical and operational resources**
- **Result in a modernized, safe and secure healthcare delivery environment**
- **Maximize the re-use/redevelopment potential of VA-owned sites**

# The VA's Role



## **Oversight of Contract**

- **Review of all deliverables**
- **Evaluation of feedback from Local Advisory Panels**

## **VA Provided Information**

- **Local site team assistance**
- **Demand forecasts**
- **Baseline operating costs**
- **Facility plans and facility quality assessments**
- **Collaboration opportunities**
- **Environmental hazards**



# Team PwC



## **PricewaterhouseCoopers LLP**

- **Overall Program Management**
- **Overall Quality Assurance**
- **Health Care Studies**
- **Financial Analysis / Business Planning**
- **Public/Veteran Relations**

## **Perkins + Will**

- **Capital Planning**

## **Davis Langdon**

- **Capital Cost Estimates**

## **ERA**

- **Land Development Consultants**

## **Widmeyer**

- **Communications**

## **Horne Engineering**

- **Environmental Assessment**

# How Can You Provide Feedback?



## Local Advisory Panel Meetings

- Provide testimony at the public meetings

## CARES Project Website –

<http://www.va.gov/cares> or <http://vaww.va.gov/cares>

- Information on each of the 18 study sites
- An electronic comments form is available to share your views and opinions. This is available for 2 weeks after each Local Advisory Panel meeting
- Website provides public meeting information, agendas, meeting summaries, and links to background documents

# How Can You Provide Feedback?



- **Written comments can be sent to:**

**Waco Study**

**VA CARES Studies**

**P.O. Box 1427**

**Washington Grove, MD 20880-1427**

*You may send letters or paper comment forms to this address*

- **All paper comment forms will be analyzed and provided to members of the Local Advisory Panel and considered during option development**
- **The paper and electronic comment forms are the same and should only be completed once**

# Veteran and Public Input

