



Capital Asset Realignment for Enhanced Services (CARES)

Boston Feasibility Study 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**
- **Boston, MA 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 Business Plan Options to meet VA's current and forecasted needs, from which the VA will select 3 to 6 Business Plan Options to study further, from which one will be recommended.

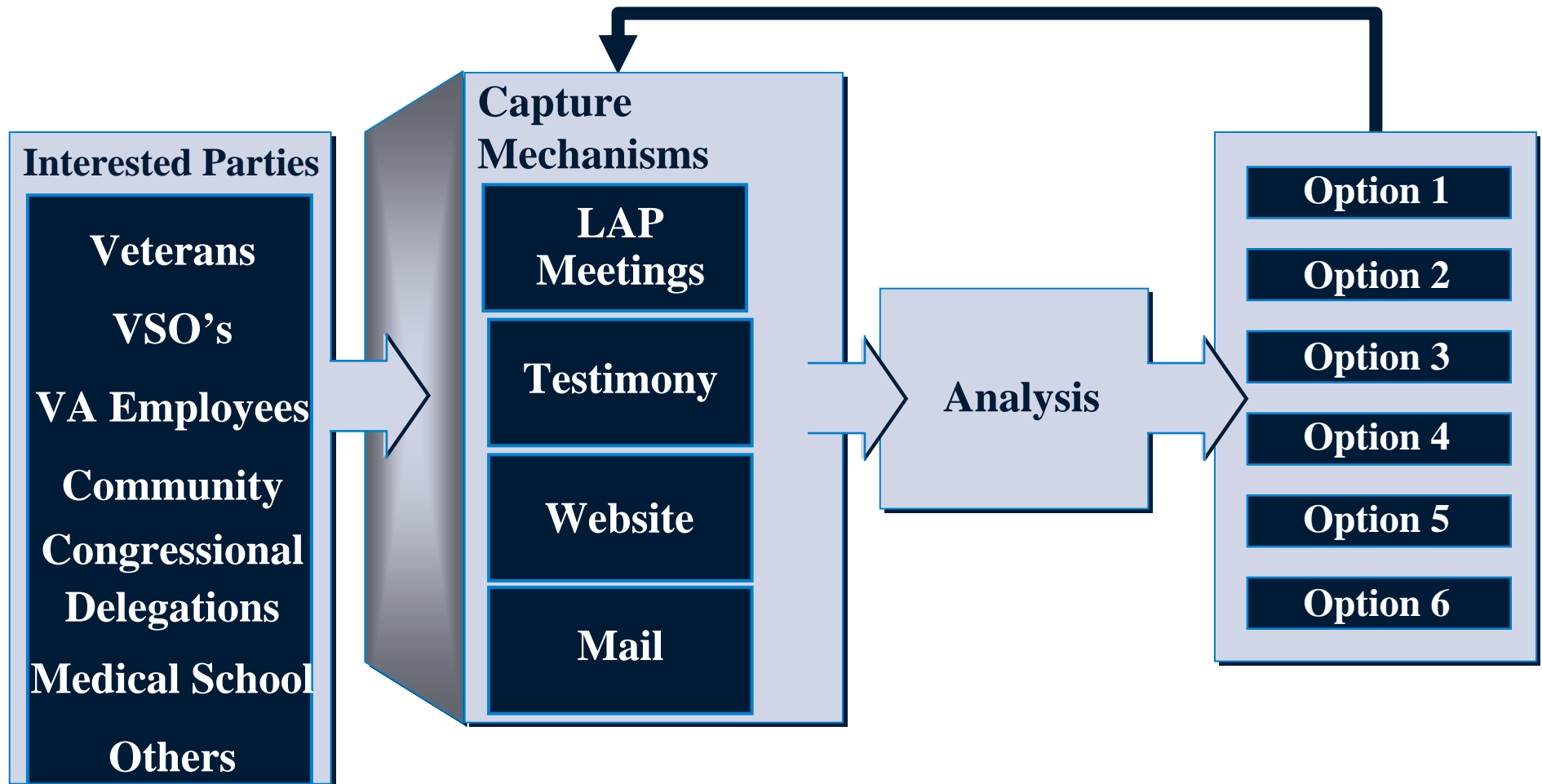
Any Business Plan Option selected by the Secretary which requires capital investment will have to compete with all other construction initiatives currently requiring funding.

Study Considerations



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

Public and Interest Group Input Process

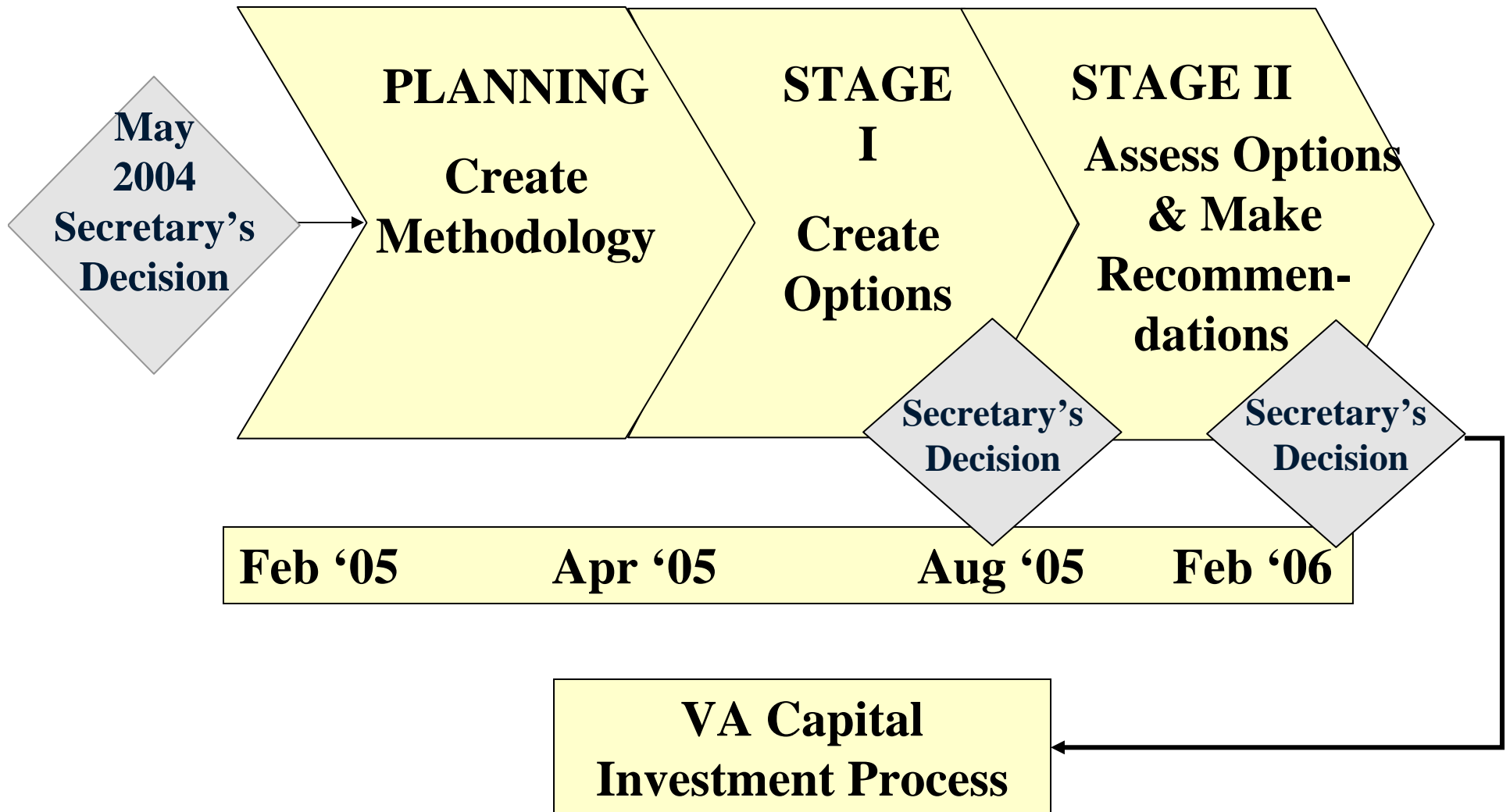


Study Scope



- **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

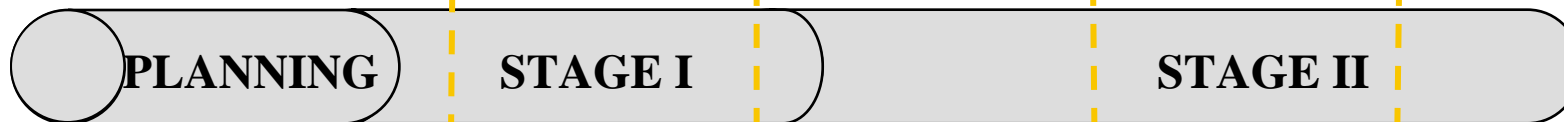


Veteran and Public Input



Public Meetings

First April/May	Second July/August	Third September	Fourth Nov/Dec
Congressional Briefing	Congressional Briefing	Congressional Briefing	Congressional Briefing



Methodology
and Public Input
Mechanisms

Secretary Selected
Options for
Further Study

Range of
Credible Options

PwC's Analysis of
Secretary's Selected
Options and
Recommendation

Stage I Business Plan Options and Decision



Stage I

- **Develop a broad range of credible Business Plan 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 Business Plan Options should be selected for a detailed study in Stage II

Stage II Business Plan Options and Decision



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 of the recommended Business Plan Option

VA Decision

Approval of a recommended Business Plan Option for implementation at each study site

Overview of the Business Plan 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

Business Plan 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

Baseline Business Plan 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 as defined in the Secretary's CARES Decision Document, May 2004. Business Plan Options could contain any combination of the following, but not limited to:

- In-house services
- Locating complementary services
- Contracting/fee basing services
- Joint ventures with DoD
- Leasing of space
- Newly located hospital
- Transferring care
- Sharing agreements
- Renovation of an existing site
- Enhanced Use Lease Authority

Business Plan Option Decision Criteria



Each acceptable Business Plan Option 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
- Healthcare studies
- Financial analysis / business planning
- Public/veteran relations

Perkins + Will

- Capital Planning

Davis Langdon

- Capital Cost Estimates

ERA

- Re-use/Redevelopment

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
- Provides public meeting information, agendas, meeting summaries, and links to background documents

How Can You Provide Feedback?



- **Written comments (letters or paper comments) can be sent to:**

Boston Study Site

VA CARES Studies

P.O. Box 1427

Washington Grove, MD 20880-1427

- **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**