


# Capital Asset Realignment for Enhanced Services (CARES)

Canandaigua, New York Site

Local Advisory Panel  
Public Meeting

November 15, 2006





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## Local Advisory Panel (LAP) Meeting Objectives

- Recap the CARES study process and project overview
- Communicate Contractor recommended Business Plan Options (options) and rationale
- Communicate the Secretary's Decision and rationale
- Obtain Stakeholder feedback on implementation considerations

# What's Being Studied at Canandaigua

- **Capital Planning Study**

Identify options for the cost effective renovation or construction of buildings and facilities to provide modern, safe and secure healthcare services to veterans

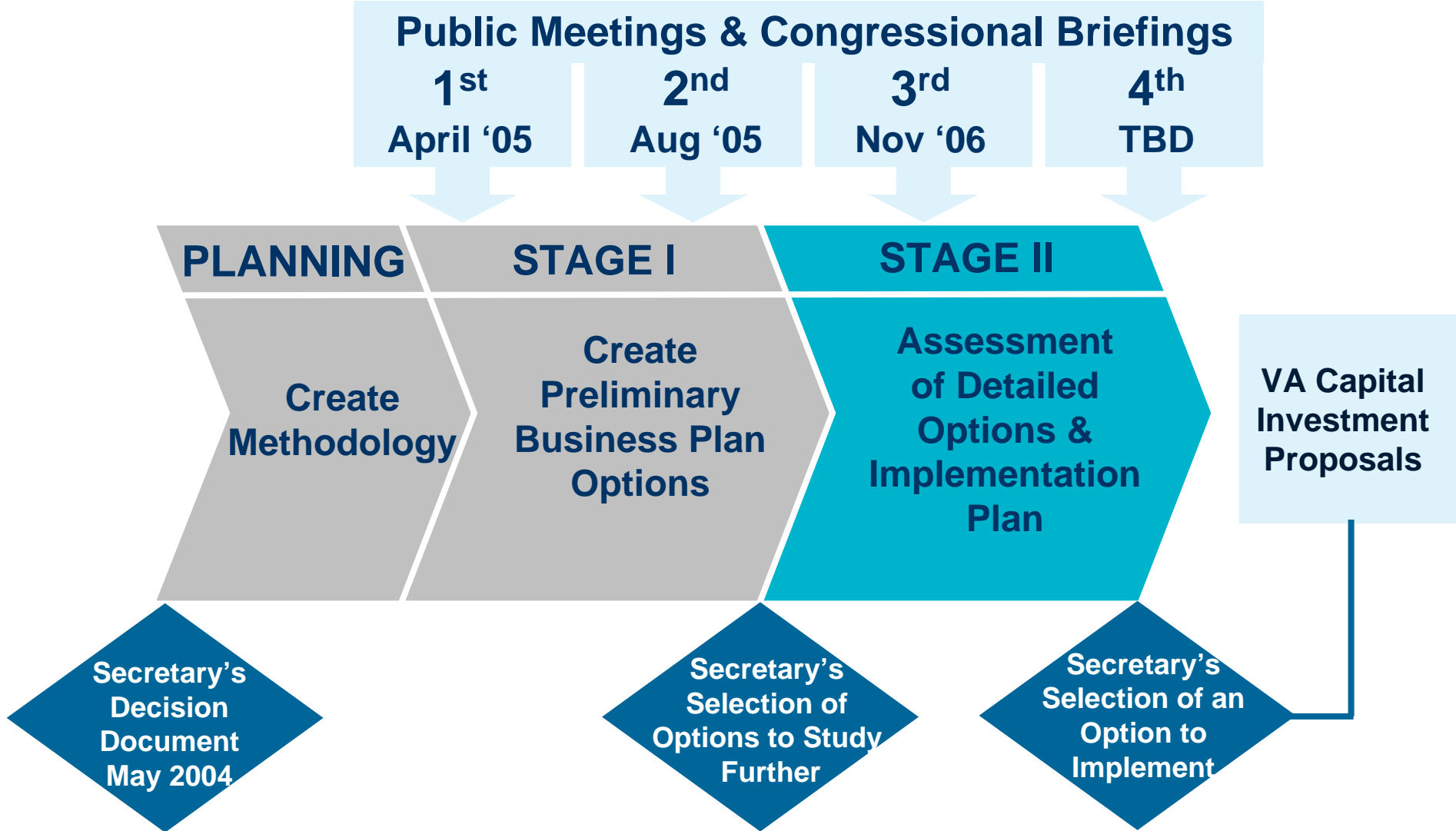
- **Re-Use**

Identify options that maximize the potential re-use of all or some of the current VA property, if that property is not needed for VA or VA-related services

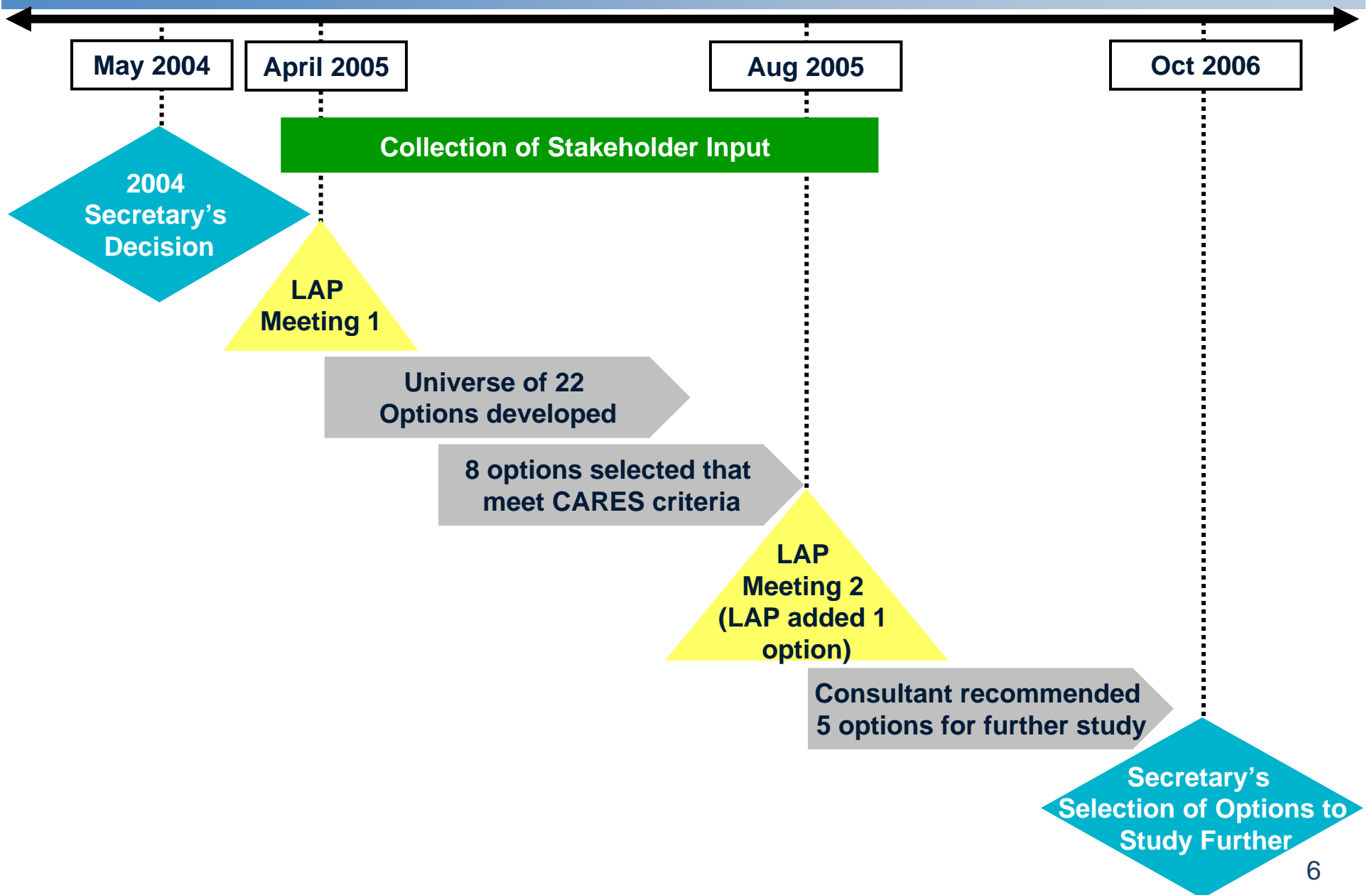
## Background - 2004 Secretary's Decision Document

- Develop a master plan to include construction of a new outpatient clinic and nursing home to replace the current facilities on the Canandaigua campus
- The new nursing home will house nursing home, domiciliary and residential rehabilitation patients and will provide geropsychiatric services and hospice care.
- All other patient care services currently at the Canandaigua VAMC will be housed in the new facilities with the potential to include new clinics as needed.

# CARES Project Overview

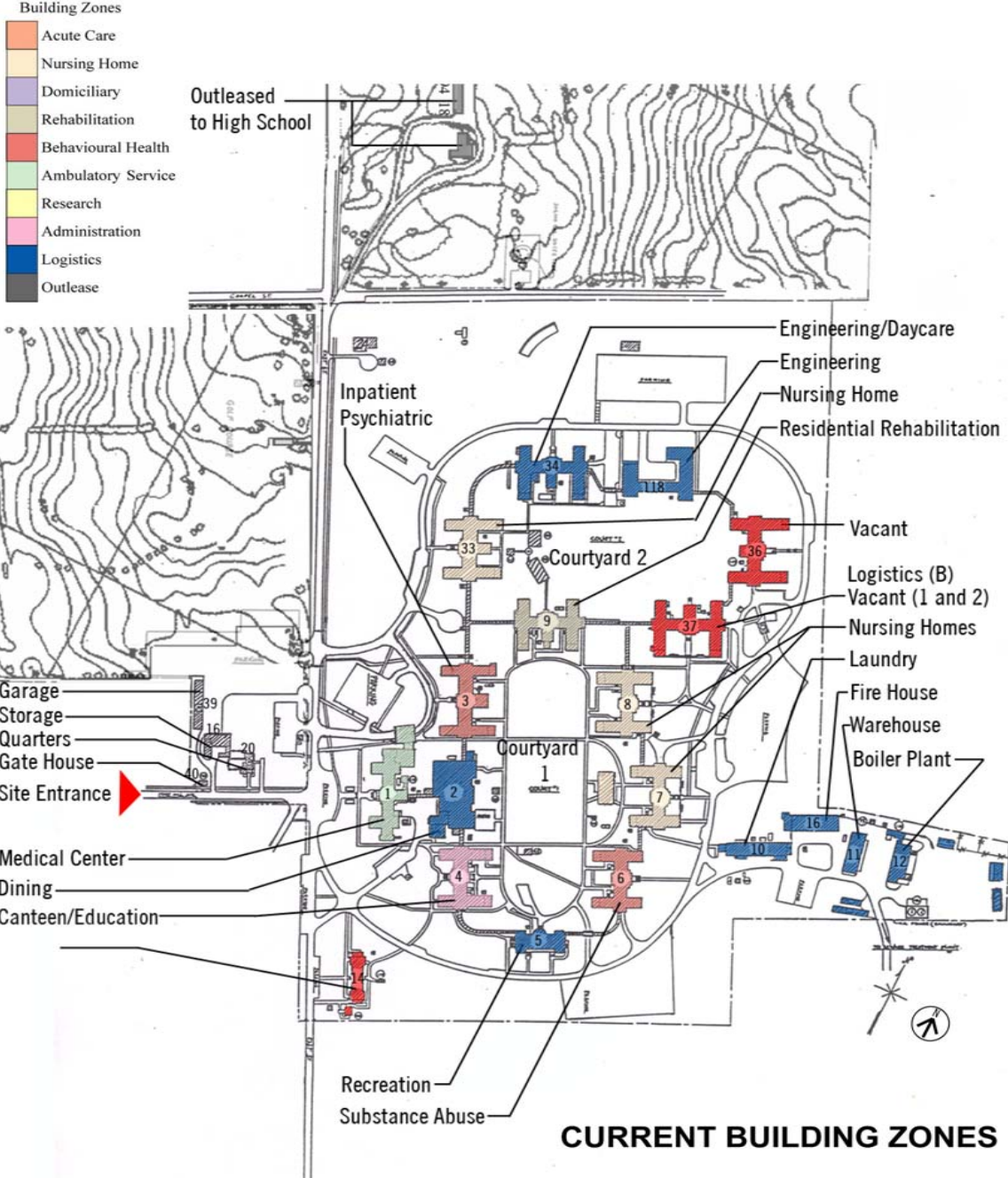


# Stage I – Developed a Set of Potential Options





# Site Plan - Existing





## The Following Factors Were Considered in Developing and Assessing Each Option

- The number of enrolled veterans is expected to decrease over the next 20 years.
- Overall, utilization for the inpatient and outpatient services declines over the projected study period
- The Canandaigua VAMC requires significant capital expenditure over the next 20 years to upgrade facilities to meet modern standards.
- Layout and age of the Canandaigua facilities does not enable VA to efficiently provide healthcare services.
- There is significant vacant and underutilized space, which is expensive to maintain and operate.
- A majority of the campus land and buildings have re-use potential; which may partially offset the level of capital investment needed.

# Stakeholder Input

- Stakeholder input was used in Stage I to assist in the development of potential options as well as to evaluate the degree of support or concern regarding the potential option
- Stakeholders overwhelmingly prefer the baseline option (Option 1) that keeps current services on site and accommodates inpatient and outpatient services in renovated buildings mostly in Courtyard 1.
- Some also preferred Option 6 which provides for both new construction and renovations of existing facilities in Courtyard 1.

# LAP Input

- The LAP agreed with the public that Canandaigua's campus should be preserved, especially the "historic core" buildings around Courtyard 1, with as little demolition as possible.
- The LAP emphasized that nursing home/domiciliary facilities should be a maximum of two stories
- The LAP proposed one additional option, Option 9:
  - The reasoning behind Option 9 was to preserve the historic quality of the campus by minimizing demolition while still constructing a new nursing home

# The Consultant Recommended Five Options for Further Study

<b>Option 1</b>	Baseline: Accommodation of all approved services in current buildings making the necessary investments to achieve a modern, safe, and secure healthcare delivery environment.
<b>Option 2</b>	Replace inpatient and outpatient services in new facilities on eastern portion of golf course
<b>Option 6</b>	Replace inpatient and outpatient services in new facilities in area of Courtyard 1
<b>Option 7</b>	Replace inpatient and outpatient services in new facilities on northern parcel of land
<b>Option 9</b>	New Option Proposed by LAP: Replace inpatient services in new facilities in area of Courtyard 2; relocate outpatient services to renovated buildings in Courtyard 1

## Why the Consultant Recommended These Options for Further Study

- The consultant recommended Options 1, 2, 6, 7 and 9 for further study for one or more of the following reasons:
  - Minimizes demolition
  - Maintains continuity of inpatient and outpatient services
  - Preserves continued use of most Courtyard 1 buildings that comprise the “historic core”
  - New facilities are more operationally efficient in addition to being modern, safe and secure
  - Reduces maintenance costs for underused facilities
  - Allows for potential re-use proceeds that could offset capital costs

## The Consultant Did Not Recommend Four Options for Further Study

<b>Option 3</b>	Replace inpatient services in new facilities on eastern portion of golf course; replace outpatient services in a new off-campus building
<b>Option 4</b>	Replace inpatient services in new facilities on land adjacent to Canandaigua Academy; replace outpatient services in a new off-campus building
<b>Option 5</b>	Replace inpatient services in new facilities on land in Courtyard 1; replace outpatient services in a new off-campus building
<b>Option 8</b>	Replace inpatient and outpatient services in new facilities on a new site in the Canandaigua area

## Why the Consultant Did Not Recommended These Options for Further Study

- The consultant did not recommended options further study for one or more of the following reasons:
  - Split of inpatient and outpatient care will reduce potential gains in operating efficiency
  - Split of inpatient and outpatient care will affect continuity of care
  - There is a cost for land acquisition when plenty of land is available on the current campus
  - Complex phased implementation



# Review of Secretary's Decision and Approved BPOs for Further Study in Stage II

Jay Halpern  
Special Assistant to the  
Secretary



## Secretary's Decision

- Modern efficient buildings on a smaller portion of the VA campus providing the highest quality of care for enrolled veterans
- Agreed with contractor's recommendation of four options to study compared to baseline
- Recognizes the importance of the current buildings and face of Canandaigua VA to veterans
- Enables a comparison of entirely new buildings versus a mix of renovation and new construction

## Secretary's Decision

- Includes requirements of a Center for Mental Health Excellence
- All options allow the re-use of campus land not needed for services through the VA's Enhanced Use Leasing Program
- Detailed re-use study part of the next phase of the study for each option

## Secretary's Decision

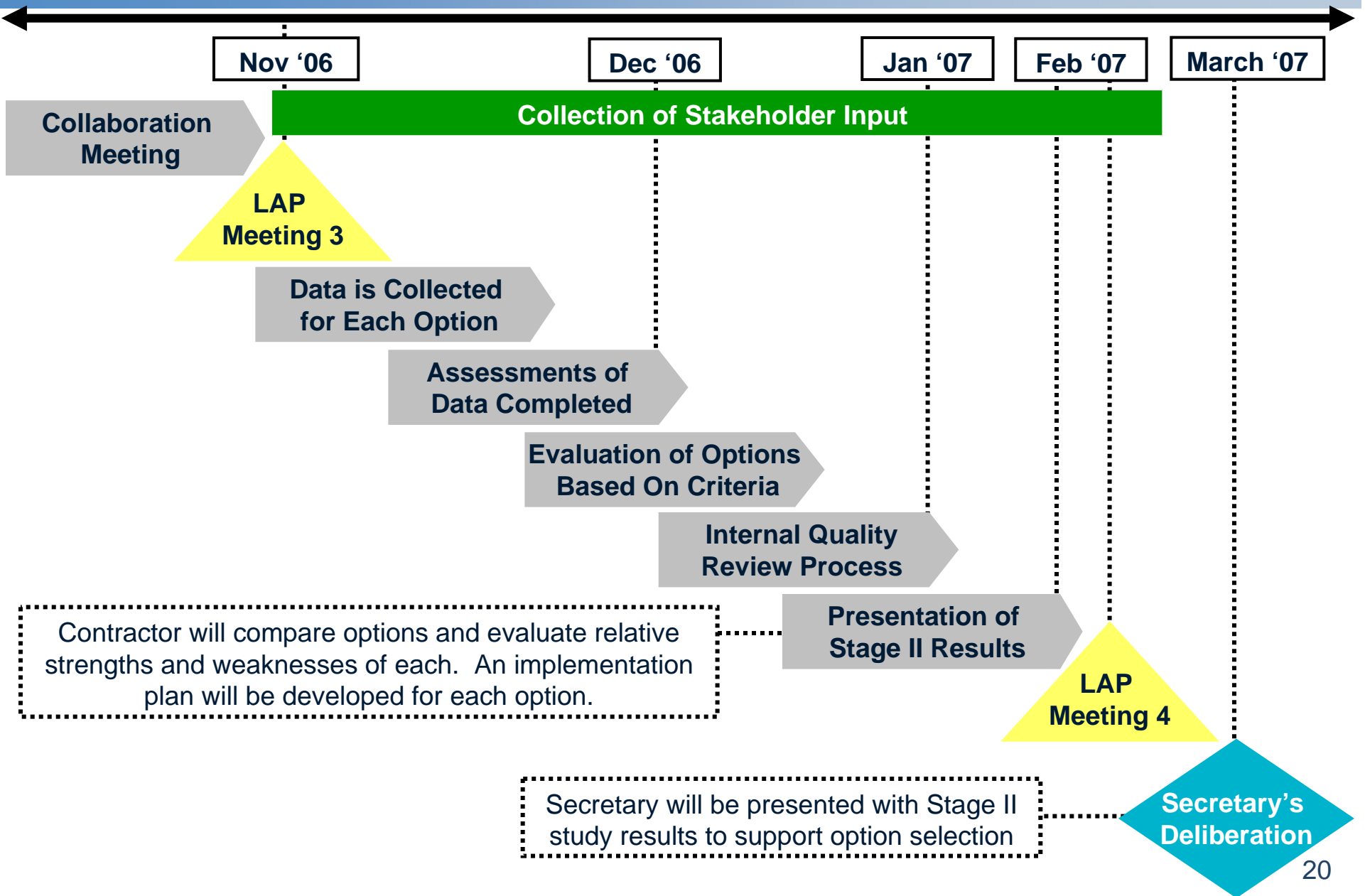
- Secretary will select one of the options for implementation after the study is completed and a fourth LAP meeting will be held to get your input on the results of the study
- Any re-use proposal will go through a further public hearing process with public input before any organization/developer is selected for any specific use of the campus

# Review of Stage II Methodology and BPOs for Further Study

Team  
PricewaterhouseCoopers



# Stage II Study Process





# Stage II Evaluation Criteria

Evaluation Criteria	
<p><b>Capital Planning</b></p> <ul style="list-style-type: none"> <li>• Timeliness of completion</li> <li>• Timeliness of urgent corrections</li> <li>• Consolidation of underutilized space</li> <li>• Consolidation of vacant space</li> </ul>	<p><b>Use of VA Resources</b></p> <ul style="list-style-type: none"> <li>• Total operating costs</li> <li>• Total capital investment costs</li> <li>• Net present cost</li> <li>• Total considerations</li> <li>• Total annual savings</li> </ul>
<p><b>Re-Use</b></p> <ul style="list-style-type: none"> <li>• Market potential for re-use</li> <li>• Financial (return on assets)</li> <li>• VA mission enhancement</li> <li>• Execution risk</li> </ul>	<p><b>Ease of Implementation</b></p> <ul style="list-style-type: none"> <li>• Academic affiliations / education</li> <li>• HR / Staffing</li> <li>• Re-use considerations</li> <li>• Capital planning considerations</li> </ul>
<p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• Current quality levels are maintained across all options</li> </ul>	<p><b>Ability to Support VA Programs</b></p> <ul style="list-style-type: none"> <li>• DoD Sharing</li> <li>• One VA Integration</li> <li>• Specialized VA programs</li> <li>• Enhancement of services to veterans</li> </ul>



## Clarifying the Options for Study in Stage II

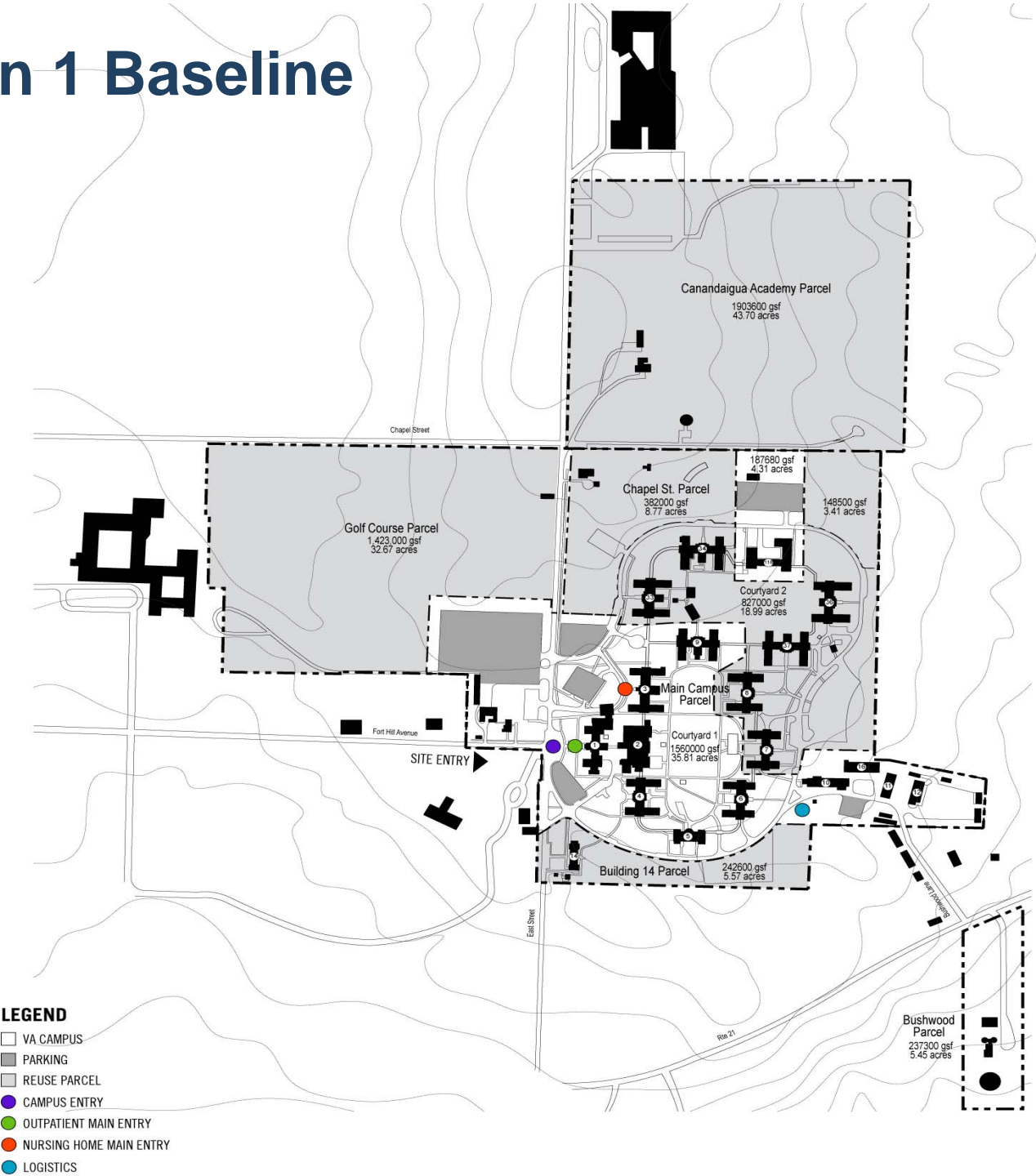
- Following the Secretary's recent decision announcement, the consultant met with local VA representatives to review each option selected by the Secretary for further study
- The purpose of these meetings was to:
  - Understand the Secretary's recent decisions
  - Clarify the Secretary's decision regarding changes to healthcare service delivery, facilities and availability of land/buildings for re-use
  - Refine the option descriptions and site maps to take into account any information concerning the facility or the application of Stage II study assumptions
  - Clarify the option descriptions for ease of understanding and consistency

### **Option 1: Baseline Option**

No significant changes in either the location or type of services provided in the study site. The Secretary's Decision and healthcare demand forecasted for 2023 are applied to the current healthcare provision solution for the study site. Capital improvements to meet modern, safe and secure standards; where existing conditions allow; are factored into the current state assessment.

- Relocates nursing home, domiciliary (including psychiatric residential rehabilitation programs), and all outpatient services in phased renovations to buildings in Courtyard 1 consistent with the demand forecast and VA policy.
- Vacate all Courtyard 2 buildings except engineering and also keep the water tower, fire station, and boiler.
- Allows for re-use of Building 14, Canandaigua Academy, Chapel Street and Golf Course parcels.
- Allows for necessary parking for Building 118 in Chapel Street parcel.
- Study will assess re-use of a portion of the Main Campus parcel for buildings planned to become vacant over the forecast period.

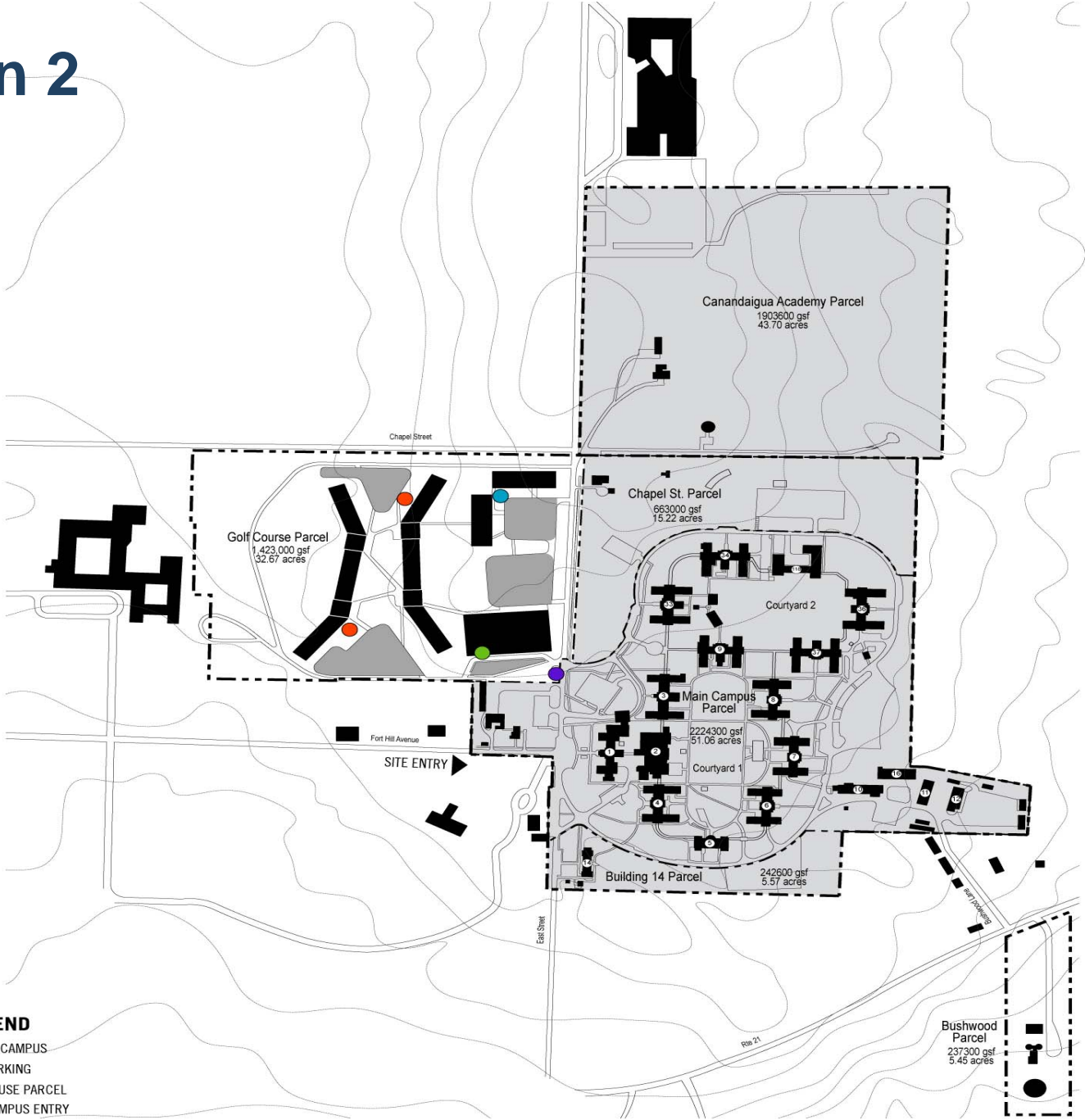
# Option 1 Baseline



**Option 2: Replacement Facilities - Golf Course East**  
**Replace inpatient and outpatient services in new facilities on eastern portion of golf course parcel**

- Replace nursing home, domiciliary (including psychiatric residential rehabilitation programs), and all outpatient services in new modern state of the art nursing home with a single floor design on golf course parcel.
- Potential re-use of Building 14, Bushwood, Canandaigua Academy, Chapel Street, and Main Campus parcels.

# Option 2



- LEGEND**
- VA CAMPUS
  - PARKING
  - REUSE PARCEL
  - CAMPUS ENTRY
  - OUTPATIENT MAIN ENTRY
  - NURSING HOME MAIN ENTRY
  - LOGISTICS

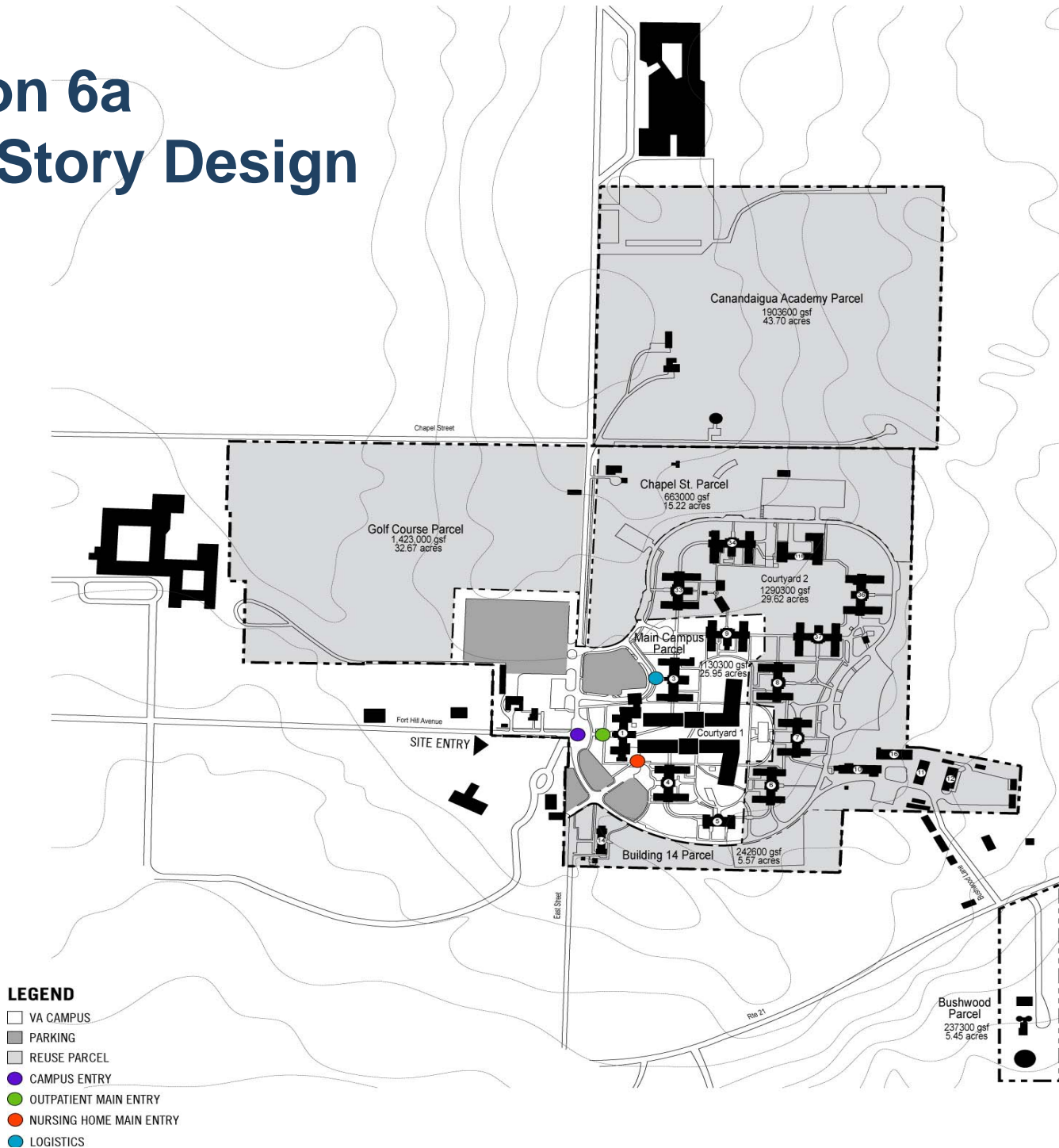
## **Option 6: Replacement/Renovated Facilities - Courtyard 1**

**Replace inpatient and outpatient services in new and renovated facilities in area of Courtyard 1**

- Renovate buildings in Courtyard 1 for outpatient, administrative and logistic functions and build new nursing home, and domiciliary (including psychiatric residential rehabilitation programs) in Courtyard 1.
- Potentially demolish buildings on eastern portion of Courtyard 1 to accommodate sufficient parking and access to new inpatient and outpatient facilities.
- Potential re-use of Building 14, Bushwood, Canandaigua Academy, Chapel Street, and Golf Course parcels.
- Study will assess re-use of a portion of the Main Campus parcel for buildings planned to become vacant over the forecast period.

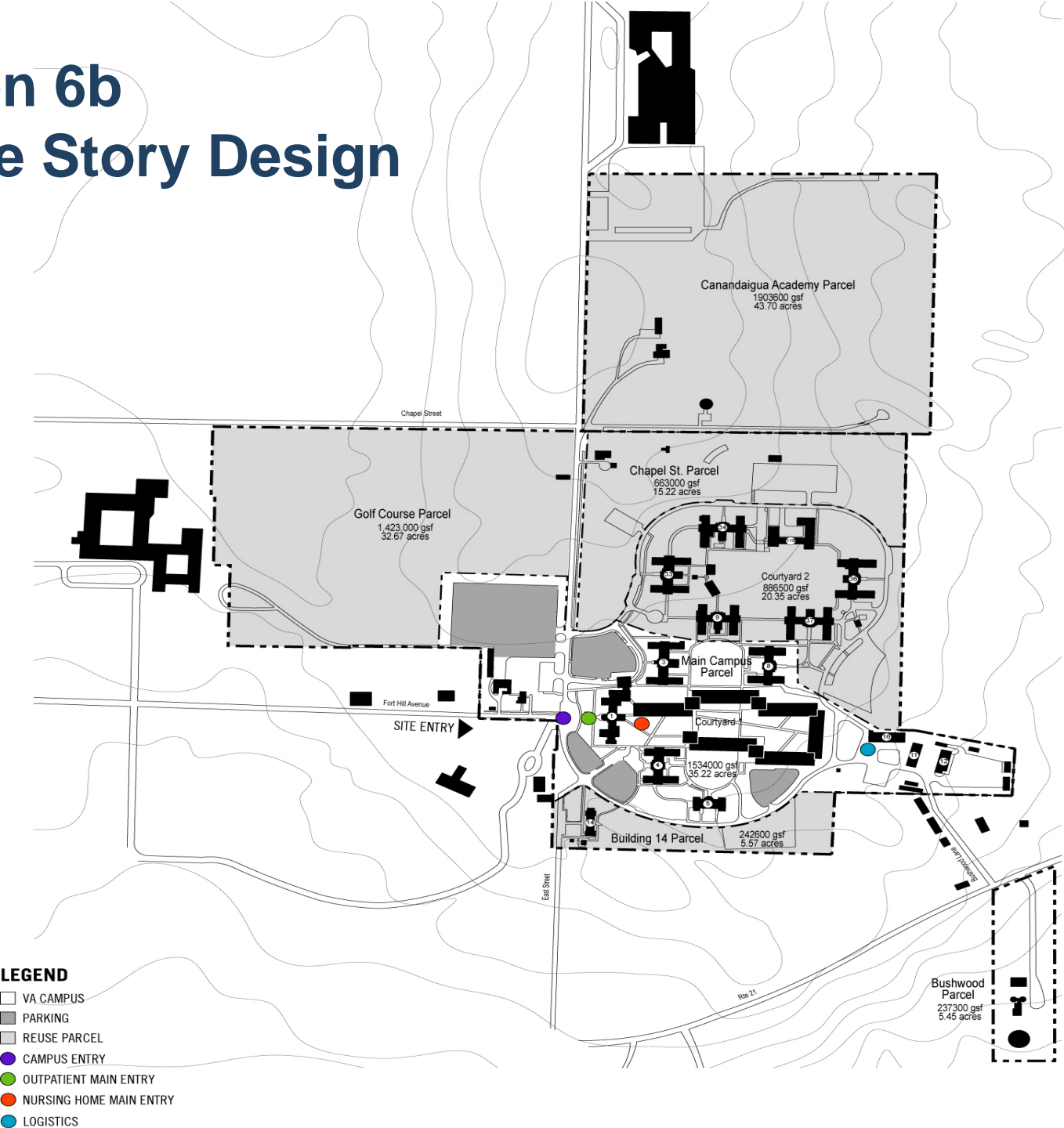


# Option 6a Two Story Design





# Option 6b Single Story Design

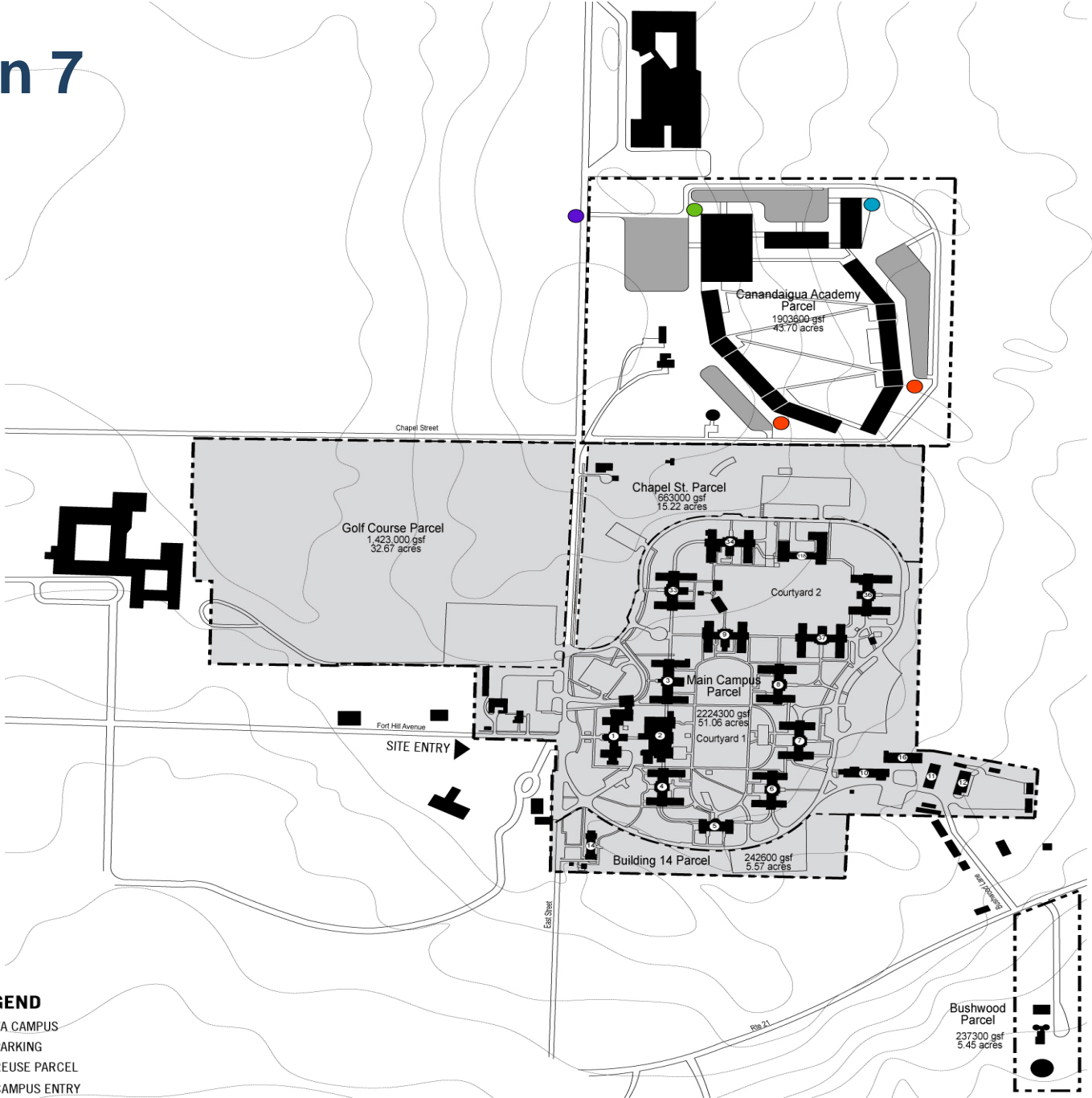


## **Option 7: Replacement Facilities - Northern Parcel**

**Replace inpatient and outpatient services in new facilities on northern parcel of Campus**

- Replace nursing home, domiciliary (including psychiatric residential rehabilitation programs), and all outpatient services in a modern state of the art nursing home with a single floor design on northern parcel of Campus.
- Potential re-use of Building 14 , Bushwood, Golf Course and Main Campus parcels and portions of Canandaigua Academy and Chapel Street parcels.

# Option 7

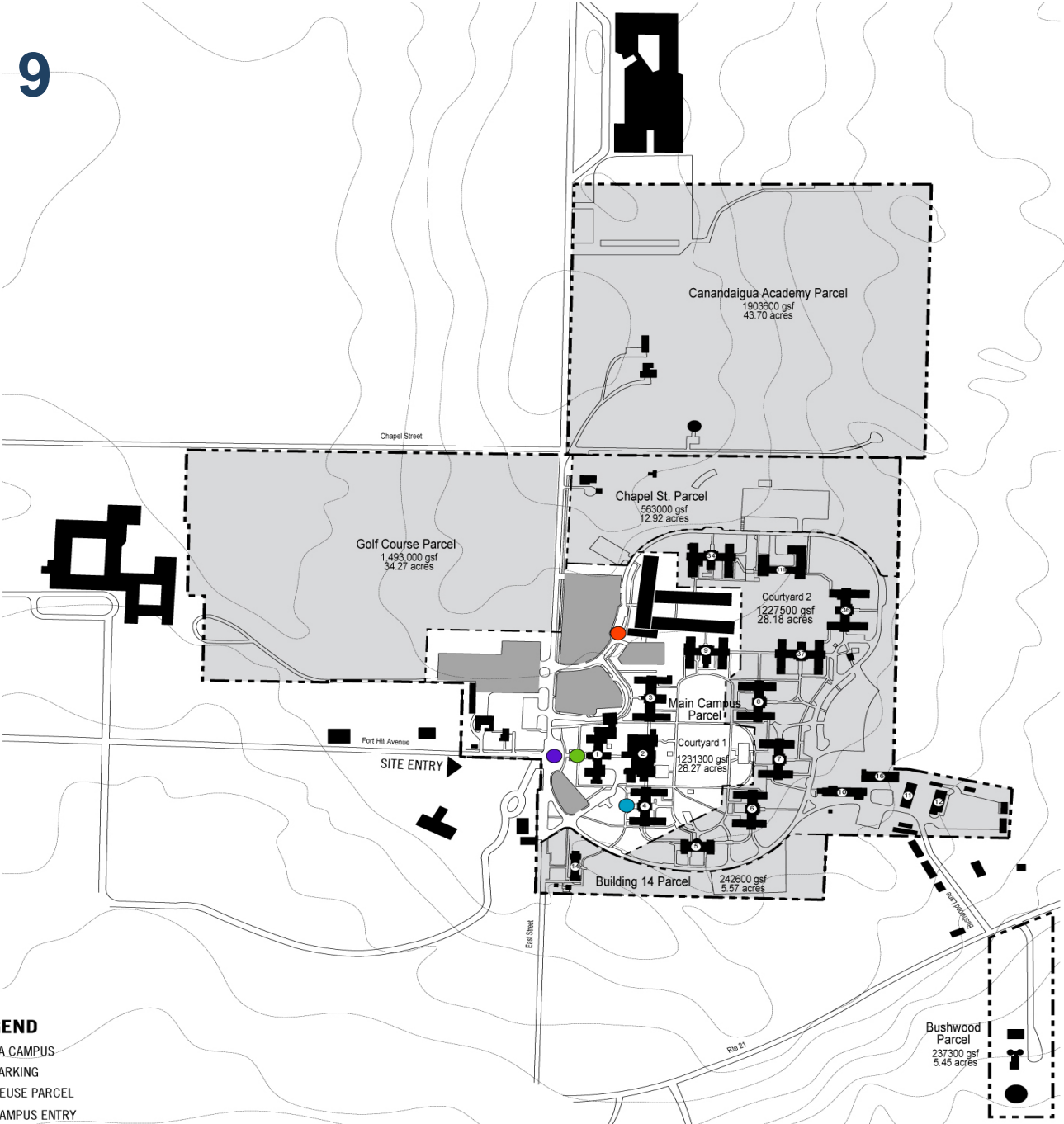


## **Option 9: Replacement/Renovated Facilities in Courtyard 1 and 2**

**Replace inpatient services in new facilities in Courtyard 2; locate outpatient services in renovated buildings in Courtyard 1**

- Construct new nursing home and new domiciliary (including psychiatric residential rehabilitation) facilities in Courtyard 2.
- Provide outpatient services and administrative space in renovated historic “front door” buildings in Courtyard 1 (specifically buildings 1, 2, 3 and 4). Provide a good-faith effort to maintain the historic feel of the campus and minimize demolition.
- Potential re-use of Building 14, Bushwood, Canandaigua Academy, Chapel Street, and Golf Course parcels.
- Study will assess re-use of a portion of the Main Campus parcel for buildings planned to become vacant over the forecast period.

# Option 9



- LEGEND**
- VA CAMPUS
  - PARKING
  - ▨ REUSE PARCEL
  - CAMPUS ENTRY
  - OUTPATIENT MAIN ENTRY
  - NURSING HOME MAIN ENTRY
  - LOGISTICS

## Center for Mental Health Excellence - Canandaigua

- The Canandaigua VA Medical Center will build upon its ongoing strengths, those of the University of Rochester, its primary academic affiliate, and those of VISN 2 to build a Center of Excellence (COE) on PTSD and related stress disorders, focusing on issues related to Veterans returning from OIF/OEF, and those suffering from these conditions, or at risk for them, throughout the adult lifespan.
- Facility space for 14 FTEs and a classroom/meeting space to accommodate up to 70 students will be assumed in the CARES study.

# Summary of Options

Option	Features	Nursing Home	Land for Re-use
Option 1	<ul style="list-style-type: none"> <li>▪ All approved services remain on campus, in consolidated facilities</li> <li>▪ Will enhance continuity of care through co-location of like clinical services</li> <li>▪ Supported by stakeholders and the community</li> </ul>	2-story, renovated	113 acres
Option 2	<ul style="list-style-type: none"> <li>▪ Provides new state of the art facilities</li> <li>▪ Reduces operating costs by replacing aging and inefficient facilities</li> <li>▪ Lower implementation risk due to relatively straightforward development on current campus</li> </ul>	Possible to be 1-story, new state-of-the-art	116 acres
Option 6	<ul style="list-style-type: none"> <li>▪ Provides new facility for inpatient services</li> <li>▪ Replacement location will be near historic “core” of campus and will maintain use of the historic front of the campus</li> </ul>	Possible to be 1-story, new state-of-the-art, with demolition	6a: 127 acres 6b: 118 acres
Option 7	<ul style="list-style-type: none"> <li>▪ Provides new state of the art facilities</li> <li>▪ Reduces operating costs by replacing aging and inefficient facilities</li> <li>▪ Lower implementation risk due to relatively straightforward development on current campus</li> <li>▪ East portion of the golf course will be easily accessible from East Street</li> </ul>	Possible to be 1-story, new state-of-the-art	105 acres
Option 9	<ul style="list-style-type: none"> <li>▪ Re-uses existing buildings for outpatient services</li> <li>▪ New facility for nursing home, domiciliary</li> <li>▪ Demolition of fewer existing buildings</li> </ul>	2-story, new state-of-the-art	123 acres



## Input Needed from LAP and Public for Stage II

What is important to you in the Contractor's consideration of these Options in Stage II analyses?

- Topics to consider:
  - Adequate facilities (modern facility meeting healthcare demands)
  - Timeliness (length of time to complete BPO)
  - Availability of care (construction disruptions)
  - Use of facilities (good use of existing land/facilities)
  - Campus environment (disrupt historic quality/natural setting)

## Enhanced-Use Leasing (EUL) Program

- Secretary's final decision will provide definitive guidance on the Reuse Plan for leasing the remaining land or buildings to private or public ventures
- Reuse Plan will study many factors including the real estate market for redevelopment, local municipal regulations, financial markets, and community compatibility
- EUL Program uses a competitive "*Request for Proposals*" process which includes a public hearing and seeks to select projects that support VA's mission and benefit veterans through modernized amenities, enhanced services and improved property

## Next Steps

- Input about the options will be collected for **14 days** following the LAP meeting – through November 29
- The consultant will compare options and evaluate relative strengths and weaknesses of each option. An implementation plan will be developed for each option.
- The consultant will present findings and recommendations at the 4<sup>th</sup> LAP meeting

# How Can You Provide Input?

## Local Advisory Panel Meeting

- Provide testimony at the meeting
- Fill out a comment form at the meeting

## CARES Project Website

[www.va.gov/CARES](http://www.va.gov/CARES)

- An **electronic comments form** is available to share your views and opinions on the options presented – specify ‘Canandaigua site’ as prompted
- Website provides public meeting information, agendas, meeting summaries, and links to background documents

## CARES Central Mailstop

Canandaigua Study

VA CARES Studies

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