

Perry, Nancy L HLTH:EX

From: XT:HLTH McBain, Keith
Sent: February-19-14 11:54 AM
To: Beveridge, Rhonda HLTH:EX
Subject: FW: Burquitlam Lions Closure
Attachments: Burquitlam - Letter to Residents and Families_final.doc; Burquitlam_QA LTC Residents and Families_final.docx; Burquitlam Temp Bed Letter_final.doc; Burquitlam Lions Care Centre intent contract termination.pdf

Importance: High

More info for you

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1
(604) 587-4483 ext 765768
Fax (604) 587-4640
keith.mcbain@fraserhealth.ca

"This e-mail is intended only for the person(s) or entity to which it is addressed and may contain confidential information. Any review, distribution, copying, printing or other use of this e-mail by anyone other than the named recipient is prohibited. If you have received this e-mail in error or are not the named recipient, please notify the sender immediately and permanently delete this e-mail and all copies of it. Thank you."

From: Kumar, Ramani HLTH:EX [<mailto:Ramani.Kumar@gov.bc.ca>]
Sent: Friday, February 14, 2014 11:56 AM
To: McBain, Keith
Cc: McQuillen, Kelly HLTH:EX; Fillon, Corinna HLTH:EX
Subject: FW: Burquitlam Lions Closure
Importance: High

Hi Keith :

The temp letter tells the resident that "as you move into Burquitlam Lions Care Centre in Coquitlam, I wanted to let you know that this move will be temporary. Fraser Health's Residential Care Service Agreement with Burquitlam will be terminating in the Fall of 2015 or early 2016." What if the client does not want to do this temporary move and instead move straight into the new facility- will they lose their position on the waitlist? I would advise a FAQ be added around what if a person does not want to do the temp move and how this impacts their position on the waitlist? Other than that, all the attachments look good.

I am copying Kelly and Corinna, EDs as a heads up...

Thank you

Ramani Kumar, MPA, MA(Econ)

Director | Integrated Primary and Community Care | Health Services Policy & QA Division | MoH | Phone: (250) 952-2011 | s.17

From: McBain, Keith [<mailto:Keith.McBain@fraserhealth.ca>]

Sent: February-13-14 11:03 AM

To: Kumar, Ramani HLTH:EX

Subject: Burquitlam Lions Closure

Hi Ramani;

As you are aware, FHA plans to terminate our services Agreement with Burquitlam Lions in late 2015 or early 2016.

A letter of award for the Burquitlam beds (76) has already been issued to Baltic Properties

I have attached a letter we intend to send to Burquitlam Care Centre as well as a letter and info package to residents/family.

Please let me know if you have any thoughts on these documents.

Thanks

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1
(604) 587-4483 ext 765768
Fax (604) 587-4640
keith.mcbain@fraserhealth.ca

"This e-mail is intended only for the person(s) or entity to which it is addressed and may contain confidential information. Any review, distribution, copying, printing or other use of this e-mail by anyone other than the named recipient is prohibited. If you have received this e-mail in error or are not the named recipient, please notify the sender immediately and permanently delete this e-mail and all copies of it. Thank you."



fraserhealth

Better health.
Best in health care.

February 13, 2014

Dear (insert resident name)

Address

I would like to inform you of Fraser Health's decision to terminate its Agreement with Burquitlam Lions Care Centre. We anticipate this Agreement will officially terminate in late 2015 or early 2016. Funding for the 76 beds currently at the Centre will be transferred to a new facility, Nicola Lodge. This was a difficult decision given the high level of care and camaraderie that exist at Burquitlam Lions Care Centre; and our recognition that this may cause some disruption to our residents and their family members. However, the aging physical condition of the existing building does not meet the requirements to provide complex care for our residents.

The opening of the new facility, Nicola Lodge, is anticipated in late 2015, or early 2016. This new-build will enable us to better meet the needs of our residents in a facility specifically designed to support staff in providing the complex care that our residents need.

Fraser Health's Transition Team will work closely with the staff at the Centre, to ensure you and your family is supported through the relocation process. At the end of 2014 a member of the transition team will be in contact with each resident and their family to carry out relocation planning. This will include:

- Assessing individual resident care requirements;
- Helping residents and families choose the most appropriate new home that will meet their care needs. Current residents and their family will have the option of selecting a preferred facility, and every effort will be made to accommodate this choice. In case your preferred location is not available prior to the required move date, you will be asked to select one of two new facilities; Nicola Lodge located at 770 Dominion Avenue Port Coquitlam or Foyer Maillard located at 1010 Alderson Avenue, Coquitlam
- Ensuring you feel comfortable and secure in your move.

You and your family will be contacted at the end of 2014 to confirm a meeting time with us to discuss relocation planning, however, if you have a question about the process prior to being contacted please do not hesitate to call Dee Chatha at (604) 587-4483 ext 765765

Any questions regarding the decision to terminate the Agreement may be directed to me at (604) 587-4483 ext 765768.

Sincerely,

Keith McBain

cc. Dee Chatha, Director Business Development and Contracts

Questions & Answers

For Burquitlam Lions Care Centre Residents and their Families

This document was developed by Fraser Health to address questions you may have about the health authority ending its services agreement with the Care Centre.

Q: What is happening at Burquitlam?

A: The Burquitlam Lions Care Centre was built in 1981. The aging physical condition of the existing building does not meet the requirements to provide complex care for our residents. Renovations could not correct these concerns, so Fraser Health has made the decision to terminate its Residential Care Services Agreement with Burquitlam Lions Care Centre. The intended effective date is fall 2015 or early 2016.

Q: Is the decision a criticism of the care provided by Burquitlam Lions Care Centre staff?

A: No, Fraser Health recognizes the many years of quality care provided by the employees of Burquitlam Lions Care Centre.

Q: What does it mean for residents and their families?

A: Staff from Fraser Health will contact you and your family at the end of 2014 to set up a one-on-one meeting to help you make a decision. We will provide you with information regarding the most appropriate residential care facility for you. Residents and their family will be given the option of choosing a preferred facility, and every effort will be made to accommodate your choice before the required move date. In case your preferred location is unavailable prior to the required move date; each resident will be asked to select one of two new facilities: Foyer Maillard located at 1010 Alderson Avenue, Coquitlam, or Nicola Lodge, located at 770 Dominion Avenue, Port Coquitlam. Please note you may choose Foyer Maillard or Nicola Lodge as your preferred facility

Q: Do I need to pay more in the new facility?

A: There will be no change in your co-payment. Rates in publicly-funded facilities are provincially-regulated. Fraser Health will also pay for the cost of the move if the move is within Fraser Health. This includes costs associated with reconnecting current services such as telephone and cable service; and moving any personal furniture or other possessions from Burquitlam Lions Care Centre to your new location. If you choose to upgrade or add additional services, these will be your responsibility. If you consider moving to a care facility in another health authority, Fraser Health will consider assisting you with your moving expenses.

Our highest priority is ensuring that you receive safe, appropriate and high quality care at all times.

If you have any further questions regarding the termination of the Residential Care Service Agreement, please contact:

Keith McBain, Executive Director Residential Care, Assisted Living and Specialized Populations
(604) 587-4483 ext 765768

If you have any further questions regarding the transition process, please contact:

Dee Chatha, Director Business Development and Contracts, Residential Care, Assisted Living and Specialized Populations.

(604) 587-4483 ext. 765765

Perry, Nancy L HLTH:EX

From: XT:HLTH McBain, Keith
Sent: February-18-14 4:03 PM
To: Beveridge, Rhonda HLTH:EX
Subject: RE: Burquitlam Lions Care Centre

One other thing.

I met with David Dines, the ED of the site on December 6th, 2013 and advised him that closing Burquitlam Lions was in the best interests of the current and future residents Burquitlam Lions. He took it to a Board meeting on December 16th and they rejected the collaborative offer to close.

I now get a call from David that they should have had a chance to 'sell the beds' to another party. There is nothing in our operating agreement that supports that concept. They could have agreed to transfer their beds to another site for an undisclosed fee, and then sought our approval for the assignment. He is now actively soliciting offers for Burquitlam even though those beds have been duly awarded to Baltic Properties. If they wanted to assign those beds to another provider, they should have solicited offers after my December 6th meeting with David Dines.

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1
(604) 587-4483 ext 765768
Fax (604) 587-4640
keith.mcbain@fraserhealth.ca

"This e-mail is intended only for the person(s) or entity to which it is addressed and may contain confidential information. Any review, distribution, copying, printing or other use of this e-mail by anyone other than the named recipient is prohibited. If you have received this e-mail in error or are not the named recipient, please notify the sender immediately and permanently delete this e-mail and all copies of it. Thank you."

From: Beveridge, Rhonda HLTH:EX [<mailto:rhonda.beveridge@gov.bc.ca>]
Sent: Tuesday, February 18, 2014 1:38 PM
To: McBain, Keith
Subject: RE: Burquitlam Lions Care Centre

Thank you for this info. Just one question so far, do the per diem amounts include the client contribution?

From: McBain, Keith [<mailto:Keith.McBain@fraserhealth.ca>]
Sent: February-18-14 1:04 PM
To: Beveridge, Rhonda HLTH:EX
Subject: RE: Burquitlam Lions Care Centre

Please find enclosed the IN and BN on this site

This past summer we recently concluded an in depth RFP process to award a number of beds across FHA. In the Tri-cities area, 136 new beds were awarded to Baltic Properties and 80 beds were awarded to Foyer Maillard.

Foyer Maillard award maxes out their site for beds.

Baltic Properties still has land available to increase the bed count.

Decision made to close Burquitlam and award their beds to Baltic Properties.

HSSBC and the Fairness Advisor for the RFP process engaged to determine appropriateness of Direct Award to Baltic.

Both concurred with decision as the market had recently been tested through the RFP process and Baltic was the only site of the two successful RFP proponents that could manage the increased beds.

I have also enclosed a consultant's report on the state of their operations.

Please let me know if you need further info

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1
(604) 587-4483 ext 765768
Fax (604) 587-4640
keith.mcbain@fraserhealth.ca

"This e-mail is intended only for the person(s) or entity to which it is addressed and may contain confidential information. Any review, distribution, copying, printing or other use of this e-mail by anyone other than the named recipient is prohibited. If you have received this e-mail in error or are not the named recipient, please notify the sender immediately and permanently delete this e-mail and all copies of it. Thank you."

From: Beveridge, Rhonda HLTH:EX [<mailto:rhonda.beveridge@gov.bc.ca>]
Sent: Tuesday, February 18, 2014 11:41 AM
To: McBain, Keith
Subject: Burquitlam Lions Care Centre
Importance: High

Hi Keith,

I have been tasked with providing background information on the closure of this facility. Can you please send me the information that you have showing why FHA will no longer be funding this facility and what the process was for awarding a new contract to Baltic Properties. Please send it no later than this Friday.

Thank you,

Rhonda Beveridge, Director, Health Authority Funding (FHA), Regional Grants and Decision Support, Finance and Corporate Services, Ministry of Health, 250 952 1054

Perry, Nancy L HLTH:EX

From: XT:HLTH McBain, Keith
Sent: February-18-14 2:23 PM
To: Beveridge, Rhonda HLTH:EX
Subject: RE: Burquitlam Lions Care Centre

The per diems quoted in the BN exclude resident contribution

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1
(604) 587-4483 ext 765768
Fax (604) 587-4640
keith.mcbain@fraserhealth.ca

"This e-mail is intended only for the person(s) or entity to which it is addressed and may contain confidential information. Any review, distribution, copying, printing or other use of this e-mail by anyone other than the named recipient is prohibited. If you have received this e-mail in error or are not the named recipient, please notify the sender immediately and permanently delete this e-mail and all copies of it. Thank you."

From: Beveridge, Rhonda HLTH:EX [<mailto:rhonda.beveridge@gov.bc.ca>]
Sent: Tuesday, February 18, 2014 1:38 PM
To: McBain, Keith
Subject: RE: Burquitlam Lions Care Centre

Thank you for this info. Just one question so far, do the per diem amounts include the client contribution?

From: McBain, Keith [<mailto:Keith.McBain@fraserhealth.ca>]
Sent: February-18-14 1:04 PM
To: Beveridge, Rhonda HLTH:EX
Subject: RE: Burquitlam Lions Care Centre

Please find enclosed the IN and BN on this site

This past summer we recently concluded an in depth RFP process to award a number of beds across FHA. In the Tri-cities area, 136 new beds were awarded to Baltic Properties and 80 beds were awarded to Foyer Maillard.

Foyer Maillard award maxes out their site for beds.

Baltic Properties still has land available to increase the bed count.

Decision made to close Burquitlam and award their beds to Baltic Properties.

EXECUTIVE TEAM BRIEFING NOTE

Date: January 21, 2014

Agenda Item	Termination of Residential Care Services Operating Agreement between Fraser Health and Burquitlam Lions Care Centre		
Submitted By	Lois Dixon, Vice President, Clinical Operations		
Strategic Imperative (select one only)	<input checked="" type="checkbox"/> Quality & Safety	<input type="checkbox"/> Great Workplaces	<input type="checkbox"/> Progressive Partnerships
	<input type="checkbox"/> Capacity	<input type="checkbox"/> Integration	<input type="checkbox"/> Research & Academic Development
	<input type="checkbox"/> Sustainability		
Guests Participating	Keith McBain, Executive Director, RCAL Bruce Belsher, Director, Business & Client Services		
Time Required	15 Minutes		
Expected Outcome	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Strategic Criteria:

The Burquitlam Lions Care Centre was built in 1981 to meet the care needs of a population that was independently mobile and required minimal assistance with activities of daily living. The eligibility criteria for admission to residential care have changed significantly since the opening of Burquitlam Lions Care Centre. More residents require assistive devices such as walkers and wheelchairs which require wider hallways, doorways and larger common areas. They also require specialized equipment to transfer out of bed and to get access to the washroom. The facility also has physical plant issues. While some work has been done to improve the building it is very apparent that the site cannot be renovated to meet the needs of complex care residents and as the physical plant continues to deteriorate, poses a safety risk to residents.

Recommendation:

It is recommended that Fraser Health Authority terminate the Operating Agreement it has with Burquitlam Lions Care Centre effective fall of 2015 to coincide with the opening of new beds in the Tri-cities area.

It is recommended that Baltic Properties be awarded an additional 76 beds in addition to the 136 residential care beds awarded to them in the recent Tri-cities *Request for Proposals* process in order to replace the beds currently at BLCC. .

Issue/Question:

- 1) Burquitlam Lions Care Centre has a number of physical plant issues that will require significant financial resources for improvement and even with these improvements the site will still not meet the current complex care design requirements.
- 2) The Burquitlam Lions Care Centre Board states it is unable to remain financially viable much longer and has recently sold three city lots it owned to get much needed cash. An independent consultant review confirms the significant financial challenges the site faces
- 3) There is opportunity, with limited increase in operating budget, to terminate the agreement with Burquitlam Lions Care Centre and transfer 76 beds that do not meet complex care requirements to a brand new site that will meet the care needs of residents.

Background:

1) Physical Plant Issues:

- the rooms are small and the site is challenged to meet the needs of residents who require equipment such as wheelchairs, and floor lifts to meet their daily needs
- narrow doorways to resident rooms and washrooms
- non wheelchair accessible washrooms
- ceiling lifts cannot be installed due to limitations of the ceiling structure
- limited storage spaces means equipment is stored in hallways and common areas
- issues with controlling heat in the summer months even with floor fans
- problems with water pipes and elevators that require replacement
- dining area built to accommodate mobile individuals thus crowded as residents require walkers and wheelchairs for mobilization

2) Financial Viability

- In spring of 2013 Burquitlam Lions Care Centre leadership and Board requested financial assistance from Fraser Health stating that the site would be insolvent by February 2014. A financial review was conducted by Fraser Health staff and the review indicated that the site was spending approximately \$170, 000 more on support costs than the benchmark outlined in the Fraser Health Residential Care Delivery Model; the site indicated they could not reduce costs without compromising care
- Burquitlam Lions Care Centre in spring of 2013 participated in a *Request for Proposal* process for new beds in the Tri-cities area. Their proposal indicated that they lacked sufficient resources to bid on their own and instead partnered with another company to make a proposal. Their joint proposal was rejected and they were not invited to the 2nd stage of the evaluation. It is anticipated that it will be some time before another RFP is issued in the Tri-cities area
- Fraser Health engaged an independent consultant to review the site's support costs, organizational structure and financial viability. An expert consultant (former administrator of Pleasant View Housing Society) was hired to complete the review as had previously managed a not for profit 76 bed residential care facility. The consultant concluded that the small size of the facility, lack of economic cooperation between Burquitlam Lions Care Centre and its adjacent Lions Club that operate a

room and board facility called *Christmas Manor*, and the lack of sophistication of the small Burquitlam Lions Care Centre Board in operating a multi-million dollar enterprise was challenging the site to remain viable. The consultant recommended that Fraser Health consider terminating its agreement with Burquitlam and move the 76 beds elsewhere

- To remain financially viable the facility board recently sold 3 adjoining lots to the City of Coquitlam for a total of 1.5 million dollars. It is expected that with this cash the facility can maintain operations until fall 2015. Upon closure of the facility, a small mortgage in the amount of approximately \$150,000 will need to be paid out along with about \$800,000 in severance to employees. If the recommendation for closure is accepted by Fraser Health Executive, the expectation of Fraser Health would be that the proceeds of the land sale are used to meet these financial obligations. Of note is that if the building ceased to be used for seniors' housing, the land will revert back to the City of Coquitlam at no cost

3) Opportunity

- A *Request for Proposals* in the Tricities area was conducted in 2013 and beds were awarded to the tri-cities area. One of the successful proponents was Baltic Properties, which were awarded 136 residential care beds. In order to replace the BLCC beds, HSSBC has supported the methodology of a direct negotiation with Baltic Properties as the *Request for Proposals* for the Tricities was conducted very recently. The owners were approached and have stated they would be open to building the additional 76 beds at the same per diem as that quoted in their successful bid. Termination notice would follow after award to Baltic Properties, anticipated date for termination notice would be mid to late February 2014. The increased annual funding to move the beds from Burquitlam Lions Care Centre to the new Baltic site is calculated in the table below

	Beds	Per Diem	Annual
Baltic Properties RFP Per Diem	76	\$ 173.00	\$ 4,799,020
BLCC's Current Funded Per Diem	76	\$ 156.33	\$ 4,336,594
Additional Funds Required		\$ 16.67	\$ 462,426

Risks / Mitigation

- **Risk:** Unhappy Health Service Providers, media/political attention, upset families.
- **Mitigation:** Long notice period to be provided (18-24 months). Residents will be moving to a modern facility.
- **Risk:** Impact of transition of transfer on residents (stress)
- **Mitigation:** Planned, thoughtful transition planning that engages resident and family in planning the transition reduces stress and impact from move. Monitoring of transition planning, development of a clear communication plan, engagement of families in the process, updates to include any changes to timelines for move.

CONFIDENTIAL ISSUES NOTE

January 21, 2014 – Termination of Residential Care Services Operating Agreement between Fraser Health (FH) and Burquitlam Lions Care Centre (BLCC).

BLCC has a number of physical plant issues that will require significant financial resources. The site does not meet the current complex care design requirements and it is recommended that the Operating Agreement with them be terminated. It is also recommended that an additional 76 beds be awarded to Baltic Properties (BP), in addition to the 136 residential care beds already awarded to them, in the recent Tri-cities Request for Proposals (RFP) process.

Background:

- BLCC was built in 1981 to meet the care needs of a population that was independently mobile and required minimal assistance with activities of daily living.
- The eligibility criteria for admission to residential care have changed significantly since then, and now more residents require assistive devices such as walkers and wheelchairs.
- Physical structural issues include:
 - Small rooms and narrow doorways
 - Difficult for residents who need equipment such as wheelchairs, and floor lifts to meet their daily needs
 - Ceiling lifts cannot be installed due to limitations of the ceiling structure
 - Problems with water pipes and an elevator that requires replacement
 - Dining area built to accommodate mobile individuals thus crowded as residents require walkers and wheelchairs for mobilization
 - Third floor residents take their meals in the corridor surrounding the nurse station because of inadequate dining space
- Financial viability
 - In spring of 2013 BLCC leadership and Board requested financial assistance from FH stating the site would otherwise be insolvent by February 2014
 - A financial review was conducted by FH and it was determined that BLCC was spending approximately \$170,000 more on support costs than the benchmark outlined in the FH Residential Care Delivery Model
 - The site indicated they could not reduce costs without compromising care
 - An independent consultant was engaged to review the BLCC Operations, which recommended that the services agreement with BLCC be terminated
 - To remain financially solvent in the short run, the facility's Board recently sold three adjoining empty lots to the City of Coquitlam for a total of \$1.5 million
 - It is expected that with this cash the facility can maintain operations until fall 2015
- It is recommended that FH terminate its agreement with BLCC and move the 76 beds to Baltic Properties, which recently won an RFP bid for 136 beds in the Tri-Cities.
 - Upon closure of BLCC, a mortgage of approximately \$150,000 will need to be paid out along with about \$800,000 in severance to employees
 - The facility also has an outstanding exit obligation to Health Benefits Trust in the amount of \$ 390,000
- The owners of BP have agreed to the additional 76 beds at the same per diem as that quoted in their successful bid.
- The termination notice is to be sent mid to late February 2014 following the award of these beds to BP.
- The increased annual funding to move the beds from BLCC to the new BP site is:

	Beds	Per Diem	Annual
Baltic Properties RFP Per Diem	76	\$ 173.00	\$ 4,799,020
BLCC's Current Funded Per Diem	76	\$ 156.33	\$ 4,336,594
Additional Funds Required		\$ 16.67	\$ 462,426

Advice & Discussion:

- Some work has been done to improve the building but it remains a site that cannot be renovated to meet the needs of complex care residents.
- In addition, the physical structure continues to deteriorate, posing a safety risk to residents.
- Due to its size, the site is not financially viable.

Key Messages:

- Burquitlam Lions Care Centre has provided quality care and support to residents in the Tri-Cities since 1981.
- Over the years, the needs of our residents have evolved, requiring more complex care, including the use of mobility devices such as wheelchairs and walkers.
- Capacity issues and challenges with the physical structure of the facility mean that going forward; Burquitlam Lions Care Centre will not be able to provide the necessary complex care needs of future residents. This is why Fraser Health has decided to terminate its Operating Agreement with them.
- This does not mean a loss of residential care beds to the residents living in the Tri-Cities as we have a unique opportunity to redevelop them at another site – Baltic Properties.
- Baltic Properties recently won a Request for Proposal bid for 136 beds in the Tri-Cities and will add another 76 beds to their facility to replace those being closed at Burquitlam Lions Care Centre.
- With one of the fastest growing and aging populations in the province, Fraser Health is regularly seeking ways to expand our services and be able to continue providing high-quality care and services to our communities.

Contact information			
Contact	Name	Title	Phone
Program	Keith McBain	ED RCAL	(604) 614 – 0748
Communications	Tasleem Juma	Public Affairs	(604) 613 - 1162

Risk Register for Residential Care and Assisted Living Program/Specialized Populations Program Burquitlam Lions January 2014 (draft 1)																		
Risk Identification					Risk Assessment				Risk Response									
Ref #	Date Added dd-mm-yy	Risk Category	Risk Description & Impact	Risk Type	Likelihood 1-5	Impact 1-5	Inherent Risk Rating	Executive Accountable	Current Mitigation / Action Plan	Residual Risk with current mitigation			Additional Mitigation Required to Reduce Risk	Residual Risk if additional mitigation implemented			Current Status	Add to CEO Risk Register Y/N
										Likelihood 1-5	Impact 1-5	Residual Risk Rating		Likelihood 1-5	Impact 1-5	Residual Risk Rating		
1	2-Jan-14	Human Resources	FHA may be approached by Burquitlam to seek access for staff to work in FHA.	Operational	3	1	Low	Lois Dixon or should this be you Keith for all?	FHA may provide information to staff on applying for work in FHA through the usual external process	1	2	Low	None					No
2	2-Jan-14	Quality Care & Pt Safety	Risk related to transfer of individuals from Burquitlam to a new facility. Research indicates that planned, thoughtful transition planning that engages resident and family in planning the transition reduces stress and impact from move.	Operational	4	4	High	Lois Dixon	Burqitlam Lions & FHA to work together with residents/ families to develop transition plans. Operational plan is to give residents the option to move to one of two new builds (Nicola Lodge or Foyer Maillard which open Sept 2015). Residents and families will be provided information	3	3	Moderate	Monitoring of transition planning, development of a clear communication plan, engagement of families in the process, updates to include any changes to timelines for move	3	2		Low	No
3	2-Jan-14	Legal & Regulatory	Building is operated under the Community Care and Assisted Living Act which requires the Licensee to provide Licensing with a 365 day notice for closure of site, The Residential Care Regulation requires the Licensee to obtain consent from person(s)-in-care prior to the transfer to other licensed care facilities.	Operational	4	3	High	Lois Dixon	FH to provide Burquitlam with 18 months notice allowing Burquitlam to meet the legislative requirements; to inform persons-in-care of the closure, and to develop an individualized transition plan in consultation with persons-in-care. Licensing will be engaged at the outset to closely monitor to ensure compliance with legislation.	3	2	Moderate	Close linking with CCALA Licensing Officers to ensure compliance with legislation. Transition Team resources to be allocated to this project as soon as notice is provided to residents/families.	2	2		Low	No

4	2-Jan-14	Media	Buquittlam Lions Board may not be in agreement with FHA decision to withdraw funding and thus may engage in a public campaign to keep funding	Operational	5	4	High	Lois Dixon	FHA to develop a communication plan for residents/families/public acknowledging the initial impact on current residents/families, what support will be provided for transition and outlining the benefits of a new build for current and future residents	5	4	High	All new residents who move in between the date of the announcement of the closure and transition to a new site will receive a temp bed letter stating residents will move to one of two new facilities	5	4	3	Moderate	Yes
5	2-Jan-14	Operations & Business Support	Access/Flow cannot be impeded by the closure of this building. Significant challenges with poor quality capacity in the Tricities area already impact flow, and close monitoring of impacts of development must occur.	Operational	3	3	Moderate	Lois Dixon	Closure will occur as new builds, Nicola Lodge and Foyer Maillard open. Nicola Lodge will be built to include the 76 bed capacity lost at Burquittlam thus there will be no loss in capacity	2	2	Low						No
6	8-Jan-14	Media	BCLL families and residents may not be in agreement with FHA's decision withdraw funding and thus may engage in a public campaign to keep funding	Operational	5	4	High	Lois Dixon	FHA to develop a communication plan for residents/families/public acknowledging the initial impact on current residents/families, what support will be provided for transition and outlining the benefits of a new build for current and future residents	5	4	High	All new residents who move in between the date of the announcement of the closure and transition to a new site will receive a temp bed letter stating residents will move to one of two new facilities	5	4	3	Moderate	Yes
7	8-Jan-14	Financial	BCLL may require financial assistance to close down facility, including assistance with severance, and health benefit trust.	Operational	3	3	Low	Lois Dixon	Burquittlam has sold 3 city lots for a total of \$1.5 million that should cover closing type costs	2	3	Low	Monitor of transition period	1	2		Low	No

Date:

To:

Re: Moving from Hospital or Community to Burquitlam Lions Care Centre in Coquitlam

Dear _____

As you move into Burquitlam Lions Care Centre in Coquitlam, I wanted to let you know that this move will be temporary. Fraser Health's Residential Care Service Agreement with Burquitlam will be terminating in the Fall of 2015 or early 2016.

Once you have moved into the Centre, a care team member will be in contact to discuss a detailed transition plan. Please note, you will have the option of selecting a preferred facility and every effort will be made to accommodate this choice. In case your preferred location is not available prior to the required move date, you will be asked to select one of two new facilities; Nicola Lodge located at 770 Dominion Avenue Port Coquitlam, or Foyer Maillard located at 1010 Alderson Avenue, Coquitlam. Please note you may select Nicola Lodge or Foyer Maillard as your preferred facility

Should you have any further questions or concerns, please feel free to contact me at:

The members of this team are:

Sincerely,

Helen Glavin
Manager, Community Access

Letter given to: _____ Signature: _____

Letter given by HealthCare Profession _____
Date _____

From: McBain, Keith [<mailto:Keith.McBain@fraserhealth.ca>]
Sent: January-23-14 9:34 AM
To: Kumar, Ramani HLTH:EX
Subject: Burquitlam Lions - Coquitlam

Hi Ramani

Further to our discussion the other day, it is our intention to give Burquitlam Lions Residential Care Facility notice of closure

Please find the attached documents

Are next steps are to award the bed to Baltic Properties. We are working with HSSBC to do that.

Once that is achieved, we will advise BLCC

I anticipate that will happen mid to late February

A communciation plan is being developed now

Let me know if you have any questions.

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1

Howard, Leah K HLTH:EX

From: XT:HLTH McBain, Keith
Sent: January-23-14 1:05 PM
To: Bedford, Sue HLTH:EX
Subject: Re: Burquitlam

Verbally to Tim Shum and Paul Hubdal for time being. The actual notice period will be about 18 months. I need to secure the replacement beds before things go official. I won't be discussing this with Burquitlam until all the ducks are in a row.

From: Bedford, Sue HLTH:EX [<mailto:Sue.Bedford@gov.bc.ca>]
Sent: Thursday, January 23, 2014 01:00 PM Pacific Standard Time
To: McBain, Keith
Subject: Burquitlam

Hello Keith. Re the closure of Burquitlam, has one year's notice been provided to the Medical Health Officer?

Best regards,

Sue Bedford
Director, Community Care Facility Licensing
Health Services Policy and Quality Assurance Division
Ministry of Health
6-2 1515 Blanshard Street, Victoria BC V8W 3C8

Phone: 250.952.1442
Fax: 250.952.1282

Sue.bedford@gov.bc.ca

www.health.gov.bc.ca/ccf

Howard, Leah K HLTH:EX

From: XT:HLTH McBain, Keith
Sent: February-14-14 2:24 PM
To: Kumar, Ramani HLTH:EX
Cc: McQuillen, Kelly HLTH:EX; Fillion, Corinna GCPE:EX
Subject: RE: Burquitlam Lions Closure

Hi Rumani;

Thanks for your feedback on the temp letter.

The First Appropriate Bed Policy allows for an exception to be made when there are extraordinary circumstances thus in this circumstance for community clients they could choose not to move to Burquitlam Lions and they would remain in the waitlist pool for the next FAB. Individuals in acute care would be expected to take the bed and if they refuse each individual case would be reviewed per the "Request for Exception to FAB Policy" process

For clarification, the new facility will not be available until late 2015 so moving there right away is not an option.

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1
(604) 587-4483 ext 765768
Fax (604) 587-4640
keith.mcbain@fraserhealth.ca

"This e-mail is intended only for the person(s) or entity to which it is addressed and may contain confidential information. Any review, distribution, copying, printing or other use of this e-mail by anyone other than the named recipient is prohibited. If you have received this e-mail in error or are not the named recipient, please notify the sender immediately and permanently delete this e-mail and all copies of it. Thank you."

From: Kumar, Ramani HLTH:EX [<mailto:Ramani.Kumar@gov.bc.ca>]
Sent: Friday, February 14, 2014 11:56 AM
To: McBain, Keith
Cc: McQuillen, Kelly HLTH:EX; Fillion, Corinna HLTH:EX
Subject: FW: Burquitlam Lions Closure
Importance: High

Hi Keith :

The temp letter tells the resident that "as you move into Burquitlam Lions Care Centre in Coquitlam, I wanted to let you know that this move will be temporary. Fraser Health's Residential Care Service Agreement with Burquitlam will be terminating in the Fall of 2015 or early 2016." What if the client does not want to do this temporary move and instead move straight into the new facility- will they lose their position on the waitlist? I

Howard, Leah K HLTH:EX

From: Kumar, Ramani HLTH:EX
Sent: February-19-14 8:41 AM
To: XT:HLTH McBain, Keith
Subject: RE: Burquitlam Lions Care Center

Keith:

Haven't seen this but have raised it here with correspondence and asked that I review the response. Thanks Ramani Kumar Director, Integrated Primary and Community Care Health Services Policy & QA Division, Ministry of Health
Phone: (250) 952-2011

From: McBain, Keith [Keith.McBain@fraserhealth.ca]
Sent: Wednesday, February 19, 2014 6:58 AM
To: Kumar, Ramani HLTH:EX
Subject: Fw: Burquitlam Lions Care Center

This person has their facts wrong in many places. Will you be crafting a response back on behalf of the Minister?

Sent from my BlackBerry 10 smartphone on the Rogers network.
Not Responsive

Page 21 redacted for the following reason:

Not Responsive

Howard, Leah K HLTH:EX

From: Kumar, Ramani HLTH:EX
Sent: January-27-14 9:52 AM
To: XT:HLTH McBain, Keith
Subject: FW: Burquitlam Lions Care centre

Keith:

I heard about this over the weekend. Best of luck...

Ramani

From: McBain, Keith [<mailto:Keith.McBain@fraserhealth.ca>]
Sent: January-27-14 9:38 AM
To: Kumar, Ramani HLTH:EX
Subject: FW: Burquitlam Lions Care centre

Ramani

Our Communications Department jumped the gun on the Burquitlam closure.

They released the info noted below to 3 MLA's and the Mayor of Coquitlam on Friday afternoon.

I spoke with the E.D. of Burquitlam on Friday night and offered our sincere apologies on the way in which they heard the news.

I have a meeting with the Burquitlam Board tomorrow at 2 pm

Not sure how it will play out

Keith McBain, MHA CHE
Executive Director
Residential Care, Assisted Living & Specialized Populations
Fraser Canyon Hospital & Hope Community
Fraser Health Authority
Suite 500 - Central City Tower
13450-102nd Avenue
Surrey, B.C. V3T 0H1
(604) 587-4483 ext 765768
Fax (604) 587-4640
keith.mcbain@fraserhealth.ca

"This e-mail is intended only for the person(s) or entity to which it is addressed and may contain confidential information. Any review, distribution, copying, printing or other use of this e-mail by anyone other than the named recipient is prohibited. If you have received this e-mail in error or are not the named recipient, please notify the sender immediately and permanently delete this e-mail and all copies of it. Thank you."