



Community Health System 2020: Capital Investment and Modernization Needs for the Next Generation of Health Care in the Rochester/Finger Lakes Region

Study Charter

Background:

Finger Lakes Health Systems Agency convened a community committee in April 2007 (the Acute Bed Need Task Force) to examine the need for new hospital beds in the northern Finger Lakes area (Monroe, Ontario, Seneca, Wayne, Yates and Livingston). This Task Force was formed in response to requests to study the issue in light of Monroe County hospitals running at 100+% occupancy levels.

- The Task Force is charged with evaluating and identifying the number of acute hospital beds needed through 2015, and with outlining potential needs from 2030-2050.
- To complete Phase 1 of the study, the Task Force will issue its report in January 2008.
- Phase 2 of the Acute Bed Need Study (now called the Community Health System 2020 Commission) will recommend the geographic distribution of acute beds in the region.
- In addition, the Community Health System 2020 Commission will evaluate the modernization and capital replacement needs of hospitals in Monroe County as well as a more general review of the financial impact of other future infrastructure needs throughout the FLHSA planning region.
- Given that much of the region's health care infrastructure was built in the 1970s, and that hospitals and nursing homes will look to keep pace with technology advancements and changing needs and market trends, practically every institutional health care provider will propose major capital or renovation projects within the next 5-10 years. Regionally, the total costs of these projects could amount to more than \$1 billion.

Study Purpose:

Because of limited public and private resources and other pressing community priorities, FLHSA believes that the region should allocate its health care resources carefully - to achieve the best possible return on the community's health. At the same time, it will be important to control rising health care costs while ensuring access to care.

The purpose of the Community Health System 2020 Study is to recommend ways to set priorities, to optimize use of existing resources and to obtain financing. Specific actions include:

- Estimating the projected costs of necessary modernization and capital replacement of the region's health care system.
- Looking at these costs in light of other fiscal priorities and of how much the region can afford.
- Recommending where investment in capital replacement and modernization should occur to ensure a regional health system that is safe, timely, effective, efficient, equitable and patient-centered.
- Reviewing the findings of the Acute Bed Need Task Force.

Study Planning and Implementation

Community Health System 2020 Commission:

The Community Health System 2020 Commission -- the “2020 Commission” -- is being convened to oversee capital investment and modernization needs for the next generation of health care in the Rochester/Finger Lakes region. The Commission will examine projected capital costs for the region’s health care system from a broad community perspective - estimating what the region can afford, and identifying and recommending priorities for the development of an affordable and sustainable health care system. The Commission’s work will receive significant consideration by New York State policymakers as they consider proposals for new projects from area health providers.

2020 Commission Composition

Consistent with FLHSA’s role of convening coalitions and task forces that reflect the diversity of community perspectives, the 2020 Commission will be comprised of 18-20 individuals who are committed to the best interests of the community, and who can be independent, objective and discuss the issues before the task force with integrity. Their deliberations will be informed by data, analytics, and assessment of community need. The 2020 Commission will have a chair, vice chair, and include representatives from business, labor, providers, regional and urban perspectives, consumers, and representatives from the broader community.

Study Roles & Accountability:

<u>FLHSA Board of Directors</u>	Approves Study Charter, Task Force composition; accepts Task Force Report.
<u>FLHSA Staff</u>	Provides study coordination and technical support.
<u>2020 Commission</u>	Within Charter, establishes ground rules for its work; identifies topics for research, review and discussion; charges FLHSA staff, technical experts and consultants to acquire data and conduct specific research and analysis of study-related data and related materials; selects consultant(s) as needed; deliberates on study findings and issues; directs staff in development of draft report; accepts and approves, as appropriate, any consultants’ reports commissioned in the course of the study; approves final report with recommendations.
<u>Technical Experts</u>	Invited as needed by the Commission to provides subject matter expertise to the Commission and staff in the course of the Commission’s work.
<u>Consultants</u>	Selected, engaged and charged by Commission to provide data, analyses, and research to support the Commission’s work. Consultants may also be selected and engaged by FLHSA staff to assist in their technical support activities for the Commission.

Study Benefits

- Provides a planned, proactive approach to health care resource allocation.
- Allows a community-wide examination of the infrastructure needs for the modernization and replacement of the region's health care facilities.
- Ensures broad community input to determine and ideally achieve consensus about the best use of resources to meet the community's health needs.
- Provides concrete data that the state is asking for related to project proposals from area providers.

Critical Success Factors

- Full participation by all health care stakeholders.
- Regular, active participation by all Task Force members.

Major Deliverables

- Deliver study report including:
 - Recommended location of any new and/or replacement acute in-patient beds.
 - Projected capital costs for regional health services' capital renovation and modernization.
 - Possible funding mechanisms, spending priorities, and program sustainability.
 - Recommended options for potentially available resources.