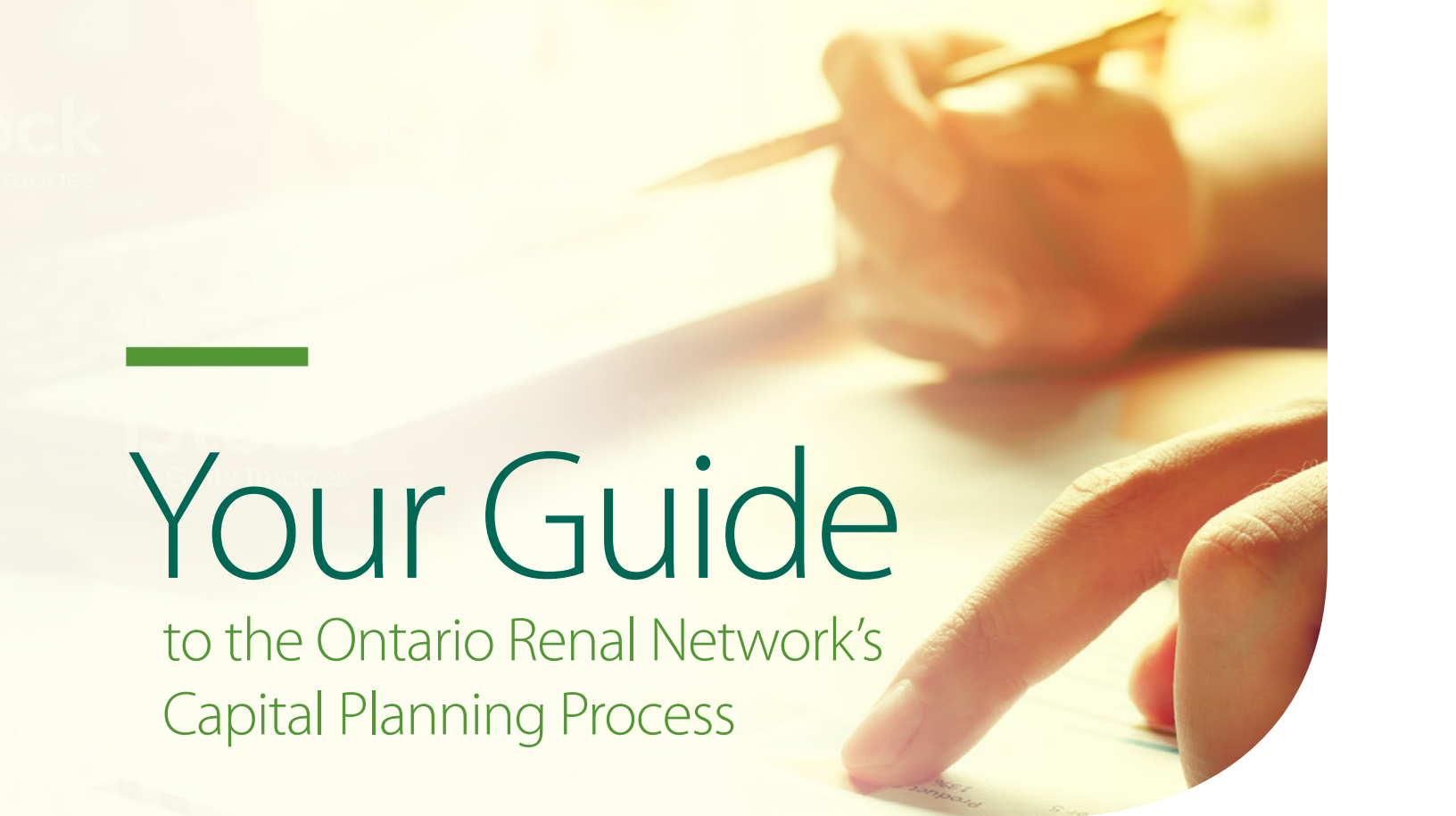




Ontario Renal Network



Capital Planning Process



Your Guide

to the Ontario Renal Network's Capital Planning Process

Purpose

The purpose of this document is to outline the Ontario Renal Network's role within the Ministry of Health and Long-Term Care (MOHLTC) / Local Health Integration Network (LHIN) Joint Review Framework for Early Capital Planning Stages (Framework) (November 2010). The Framework is divided into two parts: Part A components include program and service elements, while Part B components include physical and cost elements. This document describes the Ontario Renal Network's role within the early planning stages (Part A) for renal-related capital projects. The submission and review process to be followed for the Pre-Capital, Stage I and Stage II submissions is articulated in the three sections below.

This document has been developed in consultation with the LHIN and MOHLTC and represents an agreed-upon process.

The Ontario Renal Network's Role in Capital Planning

The role of the Ontario Renal Network focuses on ensuring that proposed capital projects with a renal component meet the needs of the kidney care system and are in alignment with the Ontario Renal Network's strategic priorities. The Ontario Renal Network Capital Planning Process, described below, has been designed for capital projects with an outpatient renal component. However, this process may also be used as a guiding framework for capital projects that have an acute/inpatient component. The Ontario Renal Network's endorsement for each step in the below process represents endorsement or advice to the LHIN, understanding that the LHIN will take this endorsement into consideration as part of their review. The Ontario Renal Network's feedback will be shared directly with the LHIN. The final decision-making authority for the proposed capital project rests with the MOHLTC.

Pre-Capital Submission

Process Overview

The first step in the development of a capital project is the identification of a program or service need that requires the support of new or renovated capital infrastructure.

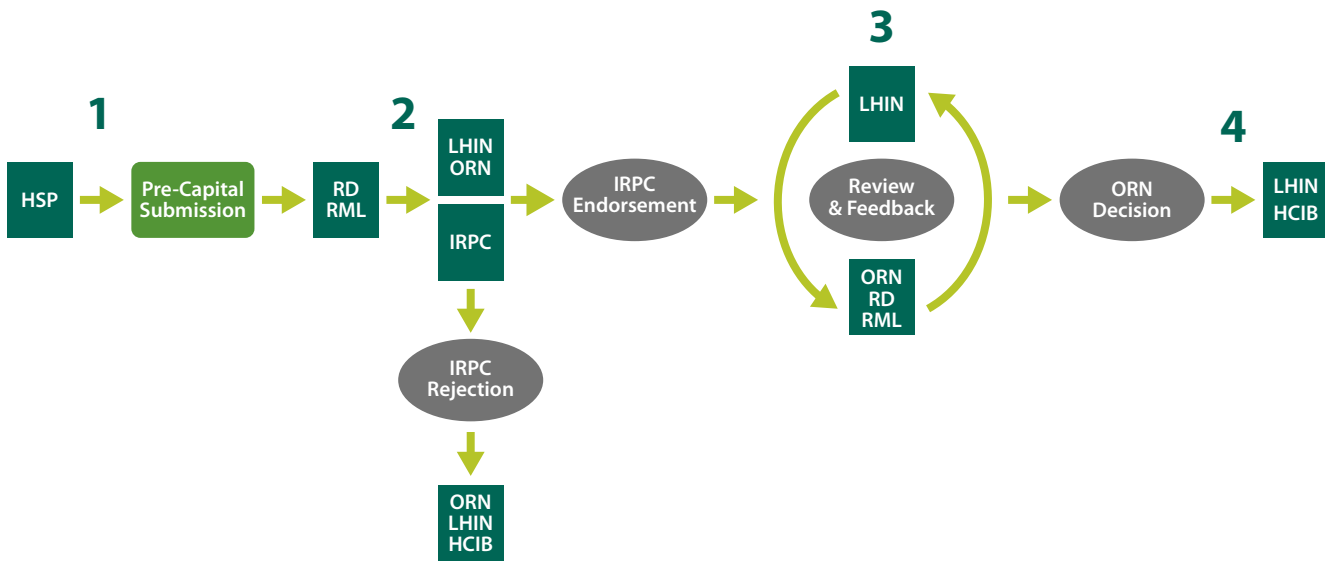


Figure 1. Ontario Renal Network Pre-Capital Submission Process

Detailed Steps

1. Health Service Provider (HSP) drafts a renal-related Pre-Capital Submission, which is shared with the Regional Director (RD) and Regional Medical Lead (RML) prior to submission to the Local Health Integration Network (LHIN) and Ontario Renal Network. In cases where there is only one Regional Renal Program within a LHIN, the Pre-Capital Submission may be submitted directly by the RD and RML.
2. The RD and RML bring the Pre-Capital Submission to the Integrated Renal Program Council (IRPC) for review and decision. The Pre-Capital Submission can be submitted to the LHIN and Ontario Renal Network simultaneously, however the Ontario Renal Network's review does not begin until the IRPC has provided their endorsement.
 - IRPC review will be supported by the Ontario Renal Network's capacity planning documents and expertise.
 - IRPC should use the Pre-Capital Submission LHIN Review Guidelines (outlined in the Framework) and the Ontario Renal Network's IRPC Pre-Capital Submission Review Form.

Timeline: IRPC to review the Pre-Capital Submission within 20 business days following RD's receipt of the Submission.

IRPC Decision:

- a. Endorsement: the IRPC supports the program and service elements of the proposed capital project.
 - b. Conditional Endorsement: the IRPC recommends that additional planning be undertaken by the HSP to address specific program and service issues identified by the IRPC.
 - c. Rejection: the IRPC does not support the program and service elements of the proposed capital project.
- If IRPC provides endorsement or conditional endorsement for the Pre-Capital Submission - **move to step 3.**
 - If IRPC rejects the Pre-Capital Submission, the Ontario Renal Network does not review the Submission.
 - The Ontario Renal Network shares the IRPC's recommendation with the LHIN and the MOHLTC Health Capital Investment Branch (HCIB).

Timeline: RD to communicate IRPC decision to the Ontario Renal Network within 5 business days.



3. The Ontario Renal Network reviews the Pre-Capital Submission, as follows:

- Collaborates with RD and RML;
- Takes into consideration the IRPC Pre-Capital Submission Review Form and recommendation, capacity planning work, provincial priorities and any other relevant information;
- Conducts impact analysis if required; and,
- Uses the Pre-Capital Submission LHIN Review Guidelines (outlined in the Framework).
- If required, follow up questions are sent to the Regional Renal Program via the LHIN.

Ontario Renal Network Decision:

- a.** Endorsement: the Ontario Renal Network supports the program and service elements of the proposed capital project (i.e., new kidney care program/dialysis facility, or expansion/ renovation/ relocation of an existing kidney care program/ dialysis facility). Ontario Renal Network endorsement may include support for the proposed scope of kidney care services, potential location (e.g., community vs. hospital, geographic region), and estimated capacity (e.g., number of hemodialysis stations).
- b.** Conditional Endorsement: the Ontario Renal Network recommends that additional planning be undertaken by the HSP to address specific program and service issues.
- c.** Rejection: the Ontario Renal Network does not support the program and service elements of the proposed capital project.

4. The Ontario Renal Network informs LHIN of decision with rationale.

- The Ontario Renal Network decision (endorsement, conditional endorsement, or rejection) to be submitted (letter via email) to LHIN CEO (with copies to the MOHLTC HCIB, LHIN primary contact, Regional Renal Program, RD, RML and HSP CEO).
- The Ontario Renal Network will share supporting documents used in the review.

Timeline: *The Ontario Renal Network to provide decision to LHIN within 15 business days following receipt of IRPC decision. The Ontario Renal Network may send follow up questions for the Regional Renal Program back to the LHIN prior to making final decision.*

This may impact the timing of the Ontario Renal Network's decision being provided to the LHIN.

Stage I Proposal Submission

Process Overview

The second step in the development of a capital project is further articulation of both program and service planning and physical infrastructure planning.

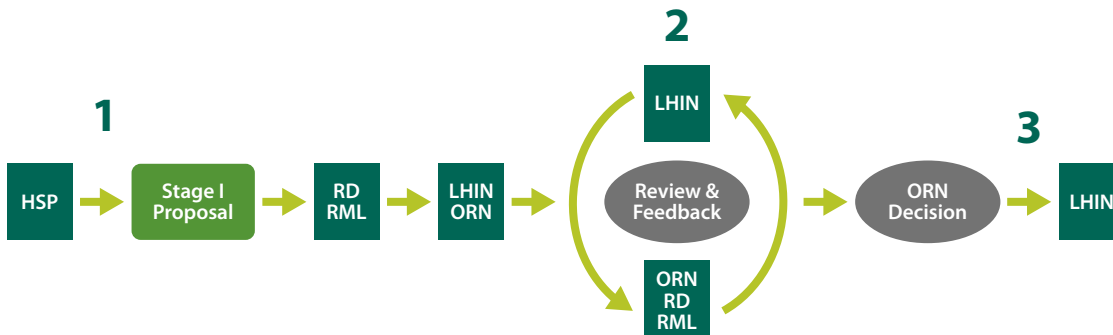


Figure 2. Ontario Renal Network Stage I Proposal Submission Process

Detailed Steps

1. HSP drafts a renal-related Stage I Proposal Submission, which is shared with the RD and RML prior to submission to the LHIN and Ontario Renal Network. In cases where there is only one Regional Renal Program within a LHIN, the Stage I Proposal Submission may be submitted directly by the RD and RML.
2. The Ontario Renal Network reviews the Stage I Proposal Submission, as follows:
 - Collaborates with RD and RML;
 - Takes into consideration capacity planning work, provincial priorities and any other relevant information;
 - Conducts impact analysis, if required;
 - Uses the Stage I Proposal Submission LHIN Review Guidelines (outlined in the Framework); and,
 - Consults IRPC and LHIN for advice, if required.
3. The Ontario Renal Network informs LHIN of the decision with rationale.
 - Decision (endorsement, conditional endorsement, or rejection) to be submitted (letter via email) to LHIN CEO (with copies to the LHIN primary contact, Regional Renal Program, RD, RML and HSP CEO).
 - The Ontario Renal Network will share supporting documents used in the review.

Timeline: The Ontario Renal Network to provide decision to LHIN within 25 business days following receipt of the Stage I Proposal Submission. The Ontario Renal Network may send follow up questions for the Regional Renal Program back to the LHIN prior to making final decision.

Funding Commitment: It is expected that a funding commitment from the Ontario Renal Network will usually be required during the Stage I Proposal Submission phase. The Ontario Renal Network will provide approval-in-principle for dialysis-related furniture and equipment and operational and lease funding, and will include the projected furniture and equipment, operating and lease costs in its Annual Business Plan Submission to the MOHLTC. The Ontario Renal Network can provide confirmation of the funding once it has been allocated to the Ontario Renal Network by the MOHLTC.

Please Note: The MOHLTC HCIB will be conducting a parallel review of the Stage I Proposal Submission.

Ontario Renal Network Decision:

- a. Endorsement: the Ontario Renal Network supports the scope of kidney care service, proposed location (e.g., community vs. hospital, geographic region), and capacity (e.g., number of hemodialysis stations).
- b. Conditional Endorsement: the Ontario Renal Network recommends that additional planning be undertaken by the HSP to address specific program and service issues.
- c. Rejection: the Ontario Renal Network does not support the Proposal.

Stage II Functional Program Submission

Process Overview

The third step in the development of a capital project is the detailed articulation of the relationship between program planning and facility planning.

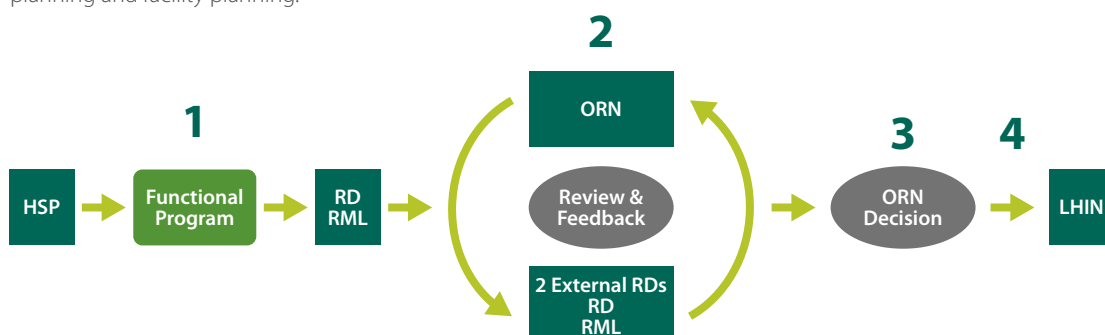


Figure 3. Ontario Renal Network Stage II Functional Program Submission Process

Detailed Steps

1. HSP drafts a renal-related Stage II Functional Program Submission, which is shared with the RD and RML prior to submission to the LHIN and Ontario Renal Network. In cases where there is only one Regional Renal Program within a LHIN, the Stage II Functional Program Submission may be submitted directly by the RD and RML.
2. The Ontario Renal Network shares the Stage II Functional Program Submission with two external RDs, for peer review. The Ontario Renal Network, two external RD peer-reviewers and the respective RD and RML review the Submission concurrently.
 - The Ontario Renal Network and RDs will use the Functional Program LHIN Review Guidelines to review Part A of the Stage II Functional Program Submission.
 - The RML is not required to use the Functional Program LHIN Review Guidelines to review Part A of the Stage II Functional Program Submission.
3. The Ontario Renal Network consolidates feedback and submits the consolidated review, including any follow-up questions for the Regional Renal Program, to the LHIN primary contact via email (with copies to the RD and RML).
4. The Ontario Renal Network informs LHIN of decision with rationale.
 - Decision provided after Regional Renal Program responds to any questions posed by the Ontario Renal Network/ MOHLTC/ LHIN.
 - Decision (endorsement, conditional endorsement, or rejection) to be submitted (letter via email) to LHIN CEO (with copies to the LHIN primary contact, Regional Renal Program, RD, RML and HSP CEO).
 - The Ontario Renal Network will share any supporting documents used in the review.

Timeline: RDs and RML to provide feedback to the Ontario Renal Network within 15 business days.

Please Note: The MOHLTC HCIB will be conducting a parallel review of the Stage II Functional Program Submission.

3. The Ontario Renal Network consolidates feedback and submits the consolidated review, including any follow-up questions for the Regional Renal Program, to the LHIN primary contact via email (with copies to the RD and RML).

Timeline: The Ontario Renal Network to provide feedback and follow-up questions for the Regional Renal Program to the LHIN within 15 business days of receipt of RD and RML review.

Ontario Renal Network Decision

- a. Endorsement: the Ontario Renal Network supports the scope of kidney care service, proposed location (e.g., community vs. hospital, geographic region), and capacity (e.g., number of hemodialysis stations).
- b. Conditional Endorsement: the Ontario Renal Network recommends that additional planning be undertaken by the HSP to address specific program and service issues.
- c. Rejection: the Ontario Renal Network does not support the proposed capital project.

Timeline: The Ontario Renal Network to provide decision to LHIN within 15 business days following receipt of Regional Renal Program follow-up answers.