



**Guysborough Antigonish Strait  
Health Authority**

**Working Together for a Healthy Community**

**Master Program  
For  
Guysborough Memorial Hospital  
Guysborough, Nova Scotia**

**Final Report**

June 16, 2010

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## EXECUTIVE SUMMARY

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Guysborough Memorial Hospital (GMH) in Guysborough, Nova Scotia was designed and built in 1988. GMH provides inpatient, emergency, long term care, ambulatory care, diagnostic imaging, laboratory, pharmacy, rehab, social work, administrative and support services.

The Guysborough Antigonish Strait Health Authority (GASHA), responsible for facilities throughout this region of Nova Scotia determined that a Master Program is required to identify the changes to existing space to address deficiencies in various departments in the Hospital including but not limited to: inadequate inpatient nursing station and triage space; the need for additional space for new and shared ambulatory clinics, continuing care, physician office space as well as visiting consultants; need for appropriate specimen collection and main lab space; provision of appropriate confidentiality and privacy for registration and space for students; improved size and number of meeting rooms; provision of appropriately located and sized staff lunch and locker space; improved storage space for health information management records, clean and soiled spaces, equipment and environmental services.

Through consultation with 29 staff (including 4 physicians) a Master Program was developed to identify the particular deficiencies in each department along with updated workload and staffing data to support the recommendations for space. The Master Program identifies the changes to space either new or renovated to address the noted deficiencies. The existing facility has 9,135 net square feet of space. Based on the requirements called for in the Master Program, a new two storey addition with a total of 5,835 nsf is required along with renovation of 4,176 nsf for a total of 10,011 nsf of new and renovated space.

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## **ACKNOWLEDGMENTS**

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James Torbert & Associates would like to acknowledge the following individuals who contributed to the development of the Guysborough Memorial Hospital Master Program Master Plan. We would like to express our appreciation to the Steering Committee, staff, physicians and public representatives from the following groups:

### **PROJECT STEERING COMMITTEE**

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Gerry Gillis - GASHA

### **INPATIENT / EMERGENCY SERVICES**

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**STAFF FACILITIES**

Elaine McMaster – Site Manager

**Milford Haven Corporation Home for Special Care**

Lloyd Hines, Board Chair  
Shirley Nixon, Administrator

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## INTRODUCTION

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Guysborough Memorial Hospital (GMH) in Guysborough, Nova Scotia was designed and built in 1900. The Guysborough Antigonish Strait Health Authority (GASHA) is responsible for facilities throughout this region of Nova Scotia. GMH provides inpatient services, emergency, long term care, ambulatory care, diagnostic imaging, laboratory, pharmacy, rehab, social work, administrative and support services. GMH needs to address a number of deficiencies with regard to the following departments or areas:

- Inpatient nursing station space;
- Triage space – emergency;
- Ambulatory clinics – various (i.e. foot, diabetes) visiting consultants;
- Review potential for acute care / primary care cooperation i.e. provide space for primary care functions within the hospital;
- Laboratory – both specimen collection and main lab space;
- Administration area – functionality / privacy issues;
- Meeting rooms / training space;
- Space for telehealth;
- Future physician office space;
- Staff spaces – lockers and lunch room;
- Storage space – throughout facility, especially medical records, clean/soiled utility spaces, equipment storage and environmental services etc.;

The Consultant will prepare a Master Program that describes the current and future planning requirements for each of the above areas and with that information develop a Master Plan for GMH to address the issues identified in the Master Program. The Master Program is a narrative document that describes each service to be provided. The following describes the components of the Master Program:

- Profiles of each service;
- Descriptions of the key components of each service including the organization, hours of operation and key functions;
- Physical redevelopment issues;
- Identification of key internal and external relationships affecting where a function should be located in relation to another service;
- Presentation of existing and projected workload information, as applicable.
- Summary of existing and projected FTEs (Full Time Equivalents) for each service. This is for purposes of space planning only.
- Room Summary – This presents a list of the existing space and the proposed new space. The Codes (W and S) refer to whether a room should be wheelchair or stretcher accessible. The spaces are listed in net square feet (the useable area in each room) and departmental square feet required (the area bounded by all individual rooms in a department including circulation within the department, interior walls and ½ of any shared corridors with other departments).

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**PROFILE: INPATIENT UNIT IP-01 / EMERGENCY AC-01 / DIAGNOSTIC IMAGING**

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Nursing and local physicians provide emergency services and inpatient care services. Two core staff provides this coverage for both the emergency and the Inpatient Unit. Diagnostic Imaging provides general radiological services including EKG.

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**KEY COMPONENTS OF SERVICE**

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Hours of Operation

The hours of operation are 24/7

Key Functions

- 10 inpatient beds;
- One trauma room with two stretchers;
- Minor procedures (done in ER);
- General radiology services and EKG;
- The District pharmacist visits the site but otherwise the nurse manager manages the pharmacy; and
- Cast / chemotherapy room.

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**DISCUSSIONS FOR PHYSICAL REDEVELOPMENT**

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- Emergency services needs to be co-located with the inpatient unit as the same staff provides these services improving access between the emergency services and the inpatient unit.
- The nursing station can have up to 8 people present in the mornings: 3 physicians, 2–3 nurses, the nurse manager doing pharmacy order and health records if a patient transfer is being done and nursing students. At the same time there only needs to be space for 3 sit-down work areas at the nurse's station. Pharmacy and the lunchroom can move to accommodate change to the nurse's station. There is also a need for a nursing workstation with computer separate from the main workstation with internet access.
- Pharmacy needs to be near the nursing station. Its current size is workable but would need to be bigger if a chemotherapy prep hood is provided.
- The registration desk is currently in the waiting area, in very small space, which creates a lack of privacy for registration. There is a need to create space for two sit down registration workstations that conversations between staff and the patients / families cannot be overheard by the public or any other staff person nearby. There is a similar lack of privacy occurring when trauma patients are present during peak specimen collection times and waiting for DI.
- Existing space for the trauma space is fine as is.
- There is no triage space. There is a need to create two new triage rooms with stretcher. The same nursing staff covers this function so one new triage room should be located next to the cast room in emergency. A communicating door will be provided between the cast and triage rooms. The cast room will serve as an ante-room for the triage space in the event of an infection outbreak. The second triage room will be located next to the ambulance entrance. This requirement arose from the findings regarding the recent H1N1 pandemic response plan.
- In Diagnostic Imaging there is a need to create new waiting space, a PAC review station, handwash sink and change area. This may be accomplished by enclosing part of the existing corridor. EKG services will remain in its current location.

- The existing inpatient bedrooms and washrooms will remain in their current location.
- A new juice vending machine and the existing ice machine will be located in the existing pantry on the inpatient unit.

**INTERNAL RELATIONSHIPS**

Need to maintain easy public access to the emergency department triage and waiting areas; emergency also needs to remain close to Diagnostic Imaging and convenient access to specimen collection.

**WORKLOAD / ACTIVITY INDICATORS**

Following is a summary of Inpatient ER workload.

| <b>Utilization Indicator:</b>     | <b>2007/08</b> | <b>2008/09</b> | <b>2009/10</b> | <b>2015</b> |
|-----------------------------------|----------------|----------------|----------------|-------------|
| Number of Admissions              | 296            | 303            | 390            | 400         |
| Number of Emergency / OPD Visits  | 3,562          | 3,464          | 3,970          | 4,000       |
| Number of EKGs (IP/OP)            | 996            | 987            | 1,143          | 1,200       |
| Number of Radiology Exams (IP/OP) | 1,603          | 1,572          | 1,668          | 1,700       |

**STAFFING**

| <b>Position</b> | <b>Current FTE</b> | <b>Proposed FTE</b> |
|-----------------|--------------------|---------------------|
| RN              | 6.0                | 6.0                 |
| LPN             | 2.0                | 2.0                 |
| Flex Nurses     | 2.5                | 2.5                 |
| Part time RN    | 0.5                | 0.5                 |
| Palliative Care | 0.5                | 0.5                 |
| DI Tech         | 1.0                | 1.0                 |
| <b>Total</b>    | <b>12.0</b>        | <b>12.0</b>         |

The same nursing staff provides coverage for the Inpatient and Emergency Services.

**SPACE SUMMARY**

Following is the space summary for the additional required space for Inpatients and Emergency:

| <b>ID NO.</b> | <b>ROOM NAME</b>                                  | <b>CODE</b>      | <b>ROOM AREA NSF</b> | <b>NO. OF ROOMS</b> | <b>TOTAL AREA NSF</b> |
|---------------|---|------------------|----------------------|---------------------|-----------------------|
| <b>IP-01</b>  | <b>Inpatient Unit</b>                             |                  |                      |                     |                       |
| IP-01.01      | Staff workstation (8 people) / computer wkstation | W                | 280                  | 1                   | 280                   |
| IP-01.02      | Pharmacy  |                  | 130                  | 1                   | 130                   |
| IP-01.03      | Equipment storage                                 |                  | 160                  | 1                   | 160                   |
|               |   | <b>Total NSF</b> |                      |                     | <b>570</b>            |

Net-to-gross conversion 1.50

**Total DGSF 855**

| ID NO.                  | ROOM NAME                      | CODE | ROOM AREA NSF | NO. OF ROOMS | TOTAL AREA NSF |
|-------------------------|--------------------------------|------|---------------|--------------|----------------|
| <b>AC-01</b>            | <b>Emergency</b>               |      |               |              |                |
| AC-01.01                | Triage                         | S,W  | 140           | 1            | 140            |
| AC-01.02                | Triage (by ambulance entrance) | W    | 60            | 1            | 60             |
| AC-01.02                | Registration                   | W    | 60            | 2            | 120            |
| <b>Total NSF</b>        |                                |      |               |              | <b>320</b>     |
| Net-to-gross conversion |                                |      |               |              | <u>1.50</u>    |
| <b>Total DGSF</b>       |                                |      |               |              | <b>480</b>     |

| ID NO.                  | ROOM NAME                 | CODE | ROOM AREA NSF | NO. OF ROOMS | TOTAL AREA NSF |
|-------------------------|---------------------------|------|---------------|--------------|----------------|
| <b>DT-03</b>            | <b>Diagnostic Imaging</b> |      |               |              |                |
| DT-03.01                | Waiting area (6 people)   | W    | 90            | 1            | 90             |
| DT-03.02                | PAC review station        |      | 60            | 1            | 60             |
| DT-03.03                | Change room               | W    | 30            | 1            | 30             |
| <b>Total NSF</b>        |                           |      |               |              | <b>180</b>     |
| Net-to-gross conversion |                           |      |               |              | <u>1.30</u>    |
| <b>Total DGSF</b>       |                           |      |               |              | <b>234</b>     |

NSF - Net Square Feet

DGSF - Departmental Gross Square Feet

W - Wheelchair Accessible

S - Stretcher Accessible

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## PROFILE: AMBULATORY CARE SERVICES AC-02

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Ambulatory Care includes provisions of visiting specialist clinics, primary health care clinics, mental health, chemotherapy, addictions and public health.

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### KEY COMPONENTS OF SERVICE

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#### Hours of Operation

The hours of operation of the department are: 0800 – 1600, Monday to Friday, excluding holidays.

#### Key Functions

The department is responsible for providing primary ambulatory care in the form of clinics. Most patients seen in this area will be booked. The following services will be provided:

- Visiting specialist clinics (orthopedic / pediatric / respiratory / plastics – from IWK and ophthalmologist)
- Oncology services including chemotherapy
- Primary care clinics - well women, heart to heart etc.
- Palliative Care (located on the IP unit)
- Foot Clinic
- Eye Clinic
- Cardiac rehab – to be provided in the future
- Diabetes Education Clinic (DEC)
- Nutrition Counseling
- Breast screening clinic (need dark room) Need space for their portable computer, admin support and portable x-ray unit provided twice a year
- Mental Health – 2 offices currently off-site in rental space
- Addictions – shared with palliative care, physicians for DEC and addictions. Dysfunctional relationship
- Public Health – existing space provided for two staff, and exam room and storage

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### DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- Foot Clinic currently takes place in the PT space and is limited by having only one chair. The clinic room should have a handwash sink. 2 geri chairs are be used for this clinic which will be kept in a storage room next to one of the meeting rooms.
- Chemotherapy is done in the cast room where the chemo hood is also located. Do not have on site pharmacists. Chemo comes from Pharmacy at SMRH. The nurse and physician prep the chemotherapy in hood. No chemotherapy chair. Workload infrequent. Cancer care Nova Scotia evaluating this service. Using shared treatment space. During the provision of chemotherapy, the staff moves any unassociated equipment out of room and clean room and then returns the equipment. Move chemotherapy prep hood into Pharmacy. This needs to be near the chemo treatment room.
- Privacy needed for each health professional and clerical staff.
- Mental health is currently in rented space off-site. This should be moved on site.

- Public Health office space includes an exam and storage is adequate but all waiting is in the corridor. The waiting space should not be in a corridor. They use the board room and DEC room for classes.
- DEC – need main education area to seat 10-15 for classes including storage cabinets in the room. Need a built in 12 foot counter (for cooking classes etc.), a sink in the counter and six 3 foot cupboards.
- Addictions meet with up to 4 people in the office when on site. At least once a week or on average 3 times a week.
- Continuing Care nursing will be located at the Hospital (currently off-site). The Continuing Care assessors are currently located in the acute care wing – they should be in a non-acute care area and co-located with the associated nursing staff of Continuing Care.
- The public pay phone will need to be relocated when the new registration area is created.

Primary Care provides or will provide in future the following chronic disease management health care services:

- Well women’s clinic
- Well men's clinic
- Breast screening – need three rooms when on site
- Osteoporosis in women clinic
- Menopause education sessions
- Heart health programming

**INTERNAL RELATIONSHIPS**

Ambulatory Care should be accessible to Patient Registration / HIM, Meeting Space, DI, Blood Collection, PT/OT services. Waiting rooms should be located adjacent to each other for overflow during peak volume times.

**WORKLOAD / ACTIVITY INDICATORS**

Following is a summary of Ambulatory Care workload.

| <b>Utilization Indicator:</b>                           | <b>2007/08</b> | <b>2008/09</b> | <b>2009/10<br/>(Projected)</b> | <b>2015</b> |
|---|----------------|----------------|--------------------------------|-------------|
| Palliative Care IP/OP Visits                            | 411            | 366            | 345                            | 400         |
| Foot Clinic (3x in 6 wk schedule)<br>1 outreach to SC   | 1,358          | 1,077          | 939                            | 1,000       |
| DEC (2 days weekly)                                     | 1,162          | 1,128          | 951                            | 1,300       |
| Nutrition Clinic  | 203            | 185            | 188                            | 200         |
| Telehealth Patient Care Activity                        | 5,980          | 3,160          | 630                            | 6,000*      |
| Mental Health Active Files                              | Approx. 45     | Approx. 55     | 65 (6 mos.)                    | 700**       |
| Mental Health Visits                                    | 381            | 92             | 384 (6 mos.)                   |             |
| Public Health – Well Baby<br>Immunization / Flu Clinics | n.a.           | 392            | 237***                         | 400         |
| Addiction Services (3x per mos.)                        | 36             | 36             | 36                             | 36          |

|                                     |                          |                          |                          |                         |
|-------------------------------------|--------------------------|--------------------------|--------------------------|-------------------------|
| Visiting Clinics - Ophthalmology    | 120                      | 104                      | 144                      | 300 Annually            |
| Visiting Clinics - Pediatrics       | 18-21 ea mos.            | 18-20 ea mos.            | 18-20 ea mos.            | 240 Annually            |
| Visiting Clinics – Breast Screening | 3 rms 4 days – 30-40/day | 3 rms 5 days – 30-40/day | 3 rms 5 days – 30-40/day | 3 rms 5days – 30-40/day |
| Smoking Cessation                   | n.a.                     | n.a.                     | 9 people for 7 weeks     | 21 people for 7 weeks   |
| EKG (done by DI staff)              | 996                      | 987                      | 1,143                    | 1,300                   |
| Well Women’s Clinic****             | 40                       | n.a.                     | n.a.                     | 100                     |
| Well Men’s Clinic                   | 163                      | 150                      | 216                      | 300                     |
| Heart Health Programs               | 15                       | 15                       | 20+                      | 20+                     |

\*Numbers decreased due to dermatologist in District leaving. When this position is replaced telehealth services will be utilized again.

\*\*Recording of stats for Mental Health changed mid-stream in 2009/10

\*\*\*Does not include H1N1 immunizations

\*\*\*\*Mostly women physicians in the community

## STAFFING

| Position                      | Current FTE | Proposed FTE |
|-------------------------------|-------------|--------------|
| Foot Clinic Part Time Staff   | 0.2         | 0.2          |
| DEC RN                        | 0.4         | 0.4          |
| DEC Dietitian                 | 0.4         | 0.4          |
| DEC Clerical                  | 0.4         | 0.4          |
| Nutrition Clinic Dietitian    | 0.2         | 0.2          |
| Telehealth LPN Casual         | 0.2         | 0.2          |
| RN - Mental Health            | 1.0         | 1.0          |
| Social Worker – Mental Health | 1.0         | 1.0          |
| Clerical SW / MH              | 0.2         | 0.2          |
| RN – Public Health            | 1.0         | 1.0          |
| LPN – Public Health           | 1.0         | 1.0          |
| Continuing Care Assessors     | 2.0         | 2.0          |
| Addiction Counselor           | 1.0         | 1.0          |
| Reception Clerical            | 1.0         | 1.0          |
| <b>Total</b>                  | <b>9.8</b>  | <b>9.8</b>   |



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## PROFILE: LABORATORY DT-01

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The major purpose of the lab is to provide lab work for all collections done at that site. This is a general lab providing Routine Chemistry, Urinalysis and General Hematology.

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### KEY COMPONENTS OF SERVICE

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#### Hours of Operation

The hours of operation of the department are: 0730 – 1500, Monday to Friday, excluding holidays.

#### Key Functions

- Specimen collections and Routine Chemistry, Urinalysis and General Hematology.
- LTC staff bring residents to lab collection. Techs go the inpatient rooms to do collections.

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### DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- Collection area is the biggest issue. There is inadequate space for a proper collection chair and this area needs a sink for hand washing. If there is a need to use a stretcher for specimen collection the staff use the EKG room or one of the exam rooms in ambulatory care. This occurs on average once every two weeks. This is acceptable to continue to use these spaces when a specimen collection patient requires stretcher access. Need second area occasionally for isolation area / room to put them in. This could double up with other uses in ambulatory care. The collection room needs storage cupboards and a washroom nearby for specimen collection. The current washroom is not designated for lab, as this is the only washroom for ambulatory care and lab.
- Front staff registers all specimen collection patients.
- There is need for a dedicated computer staff workstation with fax and printer.
- Specimen collection waiting is located in the corridor outside the lab collection room. The waiting area needs to be relocated into its own space. DI and Lab also share this waiting space. There are 15 people or more present at any given time.
- The existing main lab area is approximately 200 nsf. The following is a list of approximate counter space required for: urinalysis 8 feet, hematology 12 feet, refrigerator for specimens reagents 3 feet, freezer 3 feet, chemistry 12 feet, accessioning / shipping receiving 10 feet, supplies 9 feet, separate handwash sink, separate double sink for wash-up and one 3 foot shelving unit for manuals plus dedicated staff workstation with computer, fax and printer.

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### INTERNAL RELATIONSHIPS

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Lab area and DI need to be convenient to each other. Patients often need both so providing a cross over between DI and Lab treatment areas so that they could share waiting and reception space.

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### WORKLOAD / ACTIVITY INDICATORS

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Following is a summary of Laboratory workload.

| <b>Utilization Indicator:</b>      | <b>2007/08</b> | <b>2008/09</b> | <b>2009/10</b> | <b>2015</b> |
|------------------------------------|----------------|----------------|----------------|-------------|
| Total In House Procedures (IP/OPD) | 40,688         | 40,045         | 43,738         | 44,000      |

The projections are based on having three-physician full time in town. Meditech came on line in 2004 changing how the procedures were counted. Guysborough now has three full time physicians resulting in an increase in volume. The new lab equipment recently can accommodate this additional volume.

The lab averages 30 phlebotomies per day with the majority from 0730 – 0930 and the rest are done between 0930 and 1330. Need flexibility to accommodate some patients who require more time to recover or provide specimens while enabling the staff to continue with other patients.

**STAFFING**

| <b>Position</b> | <b>Current FTE</b> | <b>Proposed FTE</b> |
|-----------------|--------------------|---------------------|
| Lab Technician  | 2.0                | 2.0                 |
| <b>Total</b>    | <b>2.0</b>         | <b>2.0</b>          |

**SPACE SUMMARY**

Following is the space summary for Laboratory:

| <b>ID NO.</b> | <b>ROOM NAME</b>                            | <b>CODE</b> | <b>ROOM AREA<br/>NSF</b> | <b>NO. OF<br/>ROOMS</b> | <b>TOTAL<br/>AREA<br/>NSF</b> |
|---------------|---|-------------|--------------------------|-------------------------|-------------------------------|
| <b>DT-01</b>  | <b>Laboratory</b>                           |             |                          |                         |                               |
| DT-01.01      | Registration (Incl. in AC-02)               |             | 0                        | 0                       | 0                             |
| DT-01.02      | Phlebotomy waiting (10 people)              |             | 120                      | 1                       | 120                           |
| DT-01.03      | Phlebotomy room, chair                      | W           | 80                       | 1                       | 80                            |
| DT-01.04      | Phlebotomy room, stretcher (Incl. in AC-02) |             | 0                        | 0                       | 0                             |
| DT-01.05      | Phlebotomy patient washroom                 | W           | 50                       | 1                       | 50                            |
| DT-01.06      | Laboratory                                  |             | 300                      | 1                       | 300                           |
|               |   |             | <b>Total NSF</b>         |                         | <b>550</b>                    |
|               |   |             | Net-to-gross conversion  |                         | <u>1.30</u>                   |
|               |   |             | <b>Total DGSF</b>        |                         | <b>715</b>                    |

NSF - Net Square Feet

DGSF - Departmental Gross Square Feet

W - Wheelchair Accessible

S - Stretcher Accessible

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## PROFILE: PHYSIOTHERAPY AND OCCUPATIONAL THERAPY

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Physiotherapy and Occupational Therapy services includes provisions of on-site services as well as provisions of these services in the community.

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### KEY COMPONENTS OF SERVICE

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#### Hours of Operation

Physiotherapy: 0800 – 1700 Tuesday and 0800-1600 Thursday – inpatient and scheduled ambulatory visit

Community Occupational Therapy 0830 – 1600 Tuesday, Wednesday and Friday (office space and some on-site consultations)

Community Physiotherapy: 0830 – 1600 Monday and Wednesday (office space and some on-site consultations)

#### Key Functions

These services are provided to both inpatients, on-site clinic visits and in the community.

- On-site Physiotherapy and Occupational Therapy services
- Community based Occupational Therapy services
- Community based Physiotherapy services

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### DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- These services will be relocated to new space with ambulatory care services to provide space for the lab services etc.
- It is anticipated that the PT and OT on-site services will increase to serve the growing needs of the aging catchment population.
- The equipment in the new space will include 2 treatment plinths with cubicle curtain tracks, low plinth, treadmill, wall pulleys, quad bench, recumbent bike, floor hot pack machine and 8 feet of counter with cupboards above and below with a handwash sink.
- A separate storage space for extra walkers and wheelchairs etc. will also be provided.

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### INTERNAL RELATIONSHIPS

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The PT / OT services should be located near Ambulatory Care areas.

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### WORKLOAD / ACTIVITY INDICATORS

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Following is a summary of Physiotherapy and Occupational Therapy workload.

| <b>Utilization Indicator:</b>                                  | <b>2007/08</b> | <b>2008/09</b> | <b>2009/10</b> | <b>2015</b> |
|--|----------------|----------------|----------------|-------------|
| Community Occupational Therapy                                 | n.a.           | n.a.           | 39             | 50          |
| Community Physiotherapy  | n.a.           | n.a.           | 65             | 75          |
| Estimated Community OT On-Site Visits (including Inpatient OT) | n.a.           | n.a.           | 160            | 240         |
| On-Site Physiotherapy Visits (incl. IP)                        | 892            | 838            | 1,027          | 1,200       |

**STAFFING**

| <b>Position</b>                  | <b>Current FTE</b> | <b>Proposed FTE</b> |
|----------------------------------|--------------------|---------------------|
| Physiotherapist                  | 0.3                | 0.3                 |
| Physio Aide                      | 0.4                | 0.4                 |
| Community Occupational Therapist | 0.6                | 0.8                 |
| <b>Total</b>                     | <b>1.3</b>         | <b>1.5</b>          |

**SPACE SUMMARY**

Following is the space summary for PT / OT Services:

| <b>ID NO.</b>           | <b>ROOM NAME</b>                            | <b>CODE</b> | <b>ROOM AREA<br/>NSF</b> | <b>NO. OF<br/>ROOMS</b> | <b>TOTAL<br/>AREA<br/>NSF</b> |
|-------------------------|---|-------------|--------------------------|-------------------------|-------------------------------|
| <b>DT-02</b>            | <b>Physiotherapy / Occupational Therapy</b> |             |                          |                         |                               |
| DT-02.01                | PT / OT workspace (2 people)                |             | 80                       | 1                       | 80                            |
| DT-02.02                | PT/OT storage                               |             | 60                       | 1                       | 60                            |
| DT-02.03                | PT / OT treatment                           | W           | 650                      | 1                       | 650                           |
| <b>Total NSF</b>        |   |             |                          |                         | <b>790</b>                    |
| Net-to-gross conversion |   |             |                          |                         | <u><b>1.30</b></u>            |
| <b>Total DGSF</b>       |   |             |                          |                         | <b>1,027</b>                  |

NSF - Net Square Feet  
 DGSF - Departmental Gross Square Feet

W - Wheelchair Accessible  
 S - Stretcher Accessible

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## PROFILE: ADMINISTRATION AND HEALTH INFORMATION MANAGEMENT AD-01

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Management of the GMH is the liaison between the GASHA executive and frontline managers / staff coordination of facility activities and development of community partnerships. The facility management includes site management, nursing administration, health information management, clerical support and records clerks.

### KEY COMPONENTS OF SERVICE

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#### Hours of Operation

The hours of operation of the department are: 0800 – 1600, Monday to Friday, excluding holidays.

#### Key Functions

- Administration is responsible for providing management / coordination of the acute services.
- The administrative secretary provides public reception roles and support to the manager and head nurse.
- Health Information Management (HIM) coordinates patient record information and ensures availability of records is made for nurses and physicians in the inpatient, emergency and ambulatory care areas. There is close working relationship between registration and HIM.
- Physicians now review the charts using e-signage.

### DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- The current location of administration services will be relocated to accommodate the ambulatory care treatment areas incorporating the list of spaces called for in the space summary.
- Health Information Management will remain close to its current location but the overall areas will need to be renovated to suite the list of proposed spaces.
- There is no space for physician dictation.
- The photocopier area needs to be in its own room with appropriate ventilation and accessible from the corridor as well as the HIM suite.
- The HIM professional needs to have a separate office.
- The HIM deceased record storage can be located in the lower level of GMH.
- The deceased patient records will be stored in this program area.

### INTERNAL RELATIONSHIPS

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Administration could be located anywhere in the facility. Health Information Management should be located close to acute care areas, closest to emergency.

### STAFFING

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| Position                                   | Current FTE | Proposed FTE |
|--|-------------|--------------|
| Facility Manager                           | 1.0         | 1.0          |
| Accounting Clerk                           | 1.0         | 1.0          |
| Health Information Management Professional | 1.0         | 1.0          |
| <b>Total</b>                               | <b>3.0</b>  | <b>3.0</b>   |

**SPACE SUMMARY**

Following is the space summary for Administrative and Health Information Management Services:

| <b>ID NO.</b> | <b>ROOM NAME</b>                                 | <b>CODE</b> | <b>ROOM AREA<br/>NSF</b> | <b>NO. OF<br/>ROOMS</b> | <b>TOTAL<br/>AREA<br/>NSF</b> |
|---------------|--|-------------|--------------------------|-------------------------|-------------------------------|
| <b>AD-01</b>  | <b>Administrative Services</b>                   |             |                          |                         |                               |
| AD-01.01      | Facility / nurse manager                         |             | 120                      | 1                       | 120                           |
| AD-01.02      | Waiting (2 people)                               |             | 20                       | 1                       | 20                            |
| AD-01.03      | Accounting clerk                                 |             | 80                       | 1                       | 80                            |
| AD-01.04      | Student carrels (10 coats and 6 carrels)         |             | 120                      | 1                       | 120                           |
| AD-01.05      | Coat closet                                      |             | 10                       | 1                       | 10                            |
|               | Sub-total  |             |                          |                         | 350                           |
|               | <b>Health Information Management</b>             |             |                          |                         |                               |
| AD-01.06      | HIM professional office                          |             | 80                       | 1                       | 80                            |
| AD-01.07      | Health record file storage / phys chart review   |             | 170                      | 1                       | 170                           |
| AD-01.08      | Deceased file storage (exist. space lower level) |             | 70                       | 1                       | 70                            |
| AD-01.09      | Physician dictation                              |             | 30                       | 1                       | 30                            |
| AD-01.10      | Photocopier / layout area                        |             | 80                       | 1                       | 80                            |
|               | Sub-total  |             |                          |                         | 430                           |
|               |  |             | <b>Total NSF</b>         |                         | 780                           |
|               |  |             | Net-to-gross conversion  |                         | <u>1.30</u>                   |
|               |  |             | <b>Total DGSF</b>        |                         | <b>1,014</b>                  |

NSF - Net Square Feet  
 DGSF - Departmental Gross Square Feet

W - Wheelchair Accessible  
 S - Stretcher Accessible

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## PROFILE: PHYSICIAN OFFICES AD-02

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Family medical offices are currently located in the town of Guysborough. The physician offices are open from 0900-1700. There are 3 family practitioners. Consistently had 2 but 3 are preferred. There are no nurse practitioners since there are no AFP physicians. There is no linkage with the hospital medical records.

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## KEY COMPONENTS OF SERVICE

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The family practitioners liaise with facility Manager and they are connected with the MAC at St. Martha's Regional Hospital.

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## DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- In the future, locate the physician offices on site at the Hospital.
- Physicians are covering the ER (1 in 3) and outpatient department (1 in 3).
- Major issue with nursing station in the Inpatient Unit due to severe lack of privacy. Comes back to the physicians when their discussions are overheard. Because the booth is close to the nursing station the public goes to the nursing station rather than the registration booth.
- Locums have asked for dictation space and an on-call room. This can include not just physicians but other professional staff such as technologists etc.
- Wanted a staff room when first built. Not good to have separation of physicians and nursing staff. Isolating the physicians from nursing staff. They get info on patients from casual interactions with the nursing staff.
- Plan for the future to have the physician practice on site. This would be good for patient access to the diagnostic services and for physicians providing call service. This will include space for a nurse practitioner.

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## INTERNAL RELATIONSHIPS

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Physician offices to be close to the ambulatory care area.

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## SPACE SUMMARY

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Following is the space summary for Physician Services:

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| <b>ID NO.</b> | <b>ROOM NAME</b>                       | <b>CODE</b> | <b>ROOM<br/>AREA<br/>NSF</b> | <b>NO. OF<br/>ROOMS</b> | <b>TOTAL<br/>AREA<br/>NSF</b> |
|---------------|--|-------------|------------------------------|-------------------------|-------------------------------|
| <b>AD-02</b>  | <b>Physician Offices</b>               |             |                              |                         |                               |
| AD-02.01      | Physician office                       | W           | 140                          | 3                       | 420                           |
| AD-02.02      | Exam room                              | W           | 80                           | 4                       | 320                           |
| AD-02.03      | Nurse practitioner office              | W           | 140                          | 1                       | 140                           |
| AD-02.04      | Reception / clerical                   |             | 80                           | 1                       | 80                            |
| AD-02.05      | Health record storage (13,000 records) |             | 160                          | 1                       | 160                           |
| AD-02.06      | Waiting washroom                       | W           | 50                           | 1                       | 50                            |
| AD-02.07      | General patient washroom               | W           | 50                           | 1                       | 50                            |
| AD-02.08      | Staff washroom                         | W           | 50                           | 1                       | 50                            |

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|                         |                          |   |     |   |              |
|-------------------------|--------------------------|---|-----|---|--------------|
| AD-02.09                | Waiting room (15 people) | W | 225 | 1 | 225          |
| AD-02.10                | Clean supplies           |   | 80  | 1 | 80           |
| AD-02.11                | On-call bedroom          |   | 80  | 1 | 80           |
| AD-02.12                | On-call bathroom         |   | 60  | 1 | 60           |
| <b>Total NSF</b>        |                          |   |     |   | <b>1,655</b> |
| Net-to-gross conversion |                          |   |     |   | <u>1.30</u>  |
| <b>Total DGSF</b>       |                          |   |     |   | <b>2,152</b> |

NSF - Net Square Feet

DGSF - Departmental Gross Square Feet

W - Wheelchair Accessible

S - Stretcher Accessible

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## PROFILE: MEETING / TRAINING SPACE AD-03

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Meeting space available is the Board Room that is shared with the Milford Home for Special Care.

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## KEY COMPONENTS OF SERVICE

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The admin office manages the scheduling of the meeting room space. Scheduling is done manually at this time but in the future this will be done electronically.

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## DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- There is no storage for chairs, tables, flip charts, AV equipment, and overhead projector and ER mannequins.
- The computer training station is located in the Board Room and should have its own dedicated space.
- Challenge of overlapping demand by Public Health, etc. and Visiting consultants on meeting space.
- Students use the existing meeting room for research and conferencing.
- Telehealth is kept in the pediatric inpatient room.
- Meeting numbers taking into account community education (menopause education with 50 people have used the PT treatment room). There is no community meeting space that can accommodate this except the local school but difficult to access these. There is the Fire Hall for larger gatherings and the Legion.
- Typically for community health or staff meetings can have up to 40 people and then they use the DEC space. These meetings meet less than monthly.
- Ongoing daily use of meeting space: board, staff etc. 20-25 quarterly. From Nursing Home their board has 15 people. Auxiliary use the PT space and have membership up to 30 people for meetings every second month. The Foundation has 8 people meeting every second month. Students arrive 8-10 at a time and with Public Health influenza clinic can have up to 15 at one time.
- Therefore, the meeting space to provided will be as follows: two meeting rooms - one for 15 people and one for 20 people with storage for the equipment, chairs, tables, 1 AV equipment cart, 2 flip charts, 2 sets of mannequins and the overhead projector. These two rooms will have a sound proof moveable partition that will be opened up for larger meetings with 35 people. The telehealth equipment will be stored in the larger meeting room. An additional meeting area would be the DEC room as well when not in use. DEC clinic runs three and half days per week including evening sessions. The meeting rooms will each have counter space with a bar sink and space for coffee etc.
- Create one small room for computer for training.
- The existing elevator will need to be assessed to accommodate the public use to access services on the Lower Level.

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## INTERNAL RELATIONSHIPS

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This meeting space should be on the main level for public access without entering into the inpatient / acute care areas. DEC space could be relocated.

**SPACE SUMMARY**

Following is the space summary for Meeting space:

| <b>ID NO.</b> | <b>ROOM NAME</b>         | <b>CODE</b> | <b>ROOM AREA<br/>NSF</b> | <b>NO. OF<br/>ROOMS</b> | <b>TOTAL<br/>AREA<br/>NSF</b> |
|---------------|--------------------------|-------------|--------------------------|-------------------------|-------------------------------|
| <b>AD-03</b>  | <b>Meeting Space</b>     |             |                          |                         |                               |
| AD-03.01      | Meeting room (15 people) | W           | 245                      | 1                       | 245                           |
| AD-03.02      | Meeting room (20 people) | W           | 320                      | 1                       | 320                           |
| AD-03.03      | Storage for equipment    |             | 120                      | 1                       | 120                           |
| AD-03.04      | Computer training room   | W           | 80                       | 1                       | 80                            |
|               |                          |             | <b>Total NSF</b>         |                         | <b>765</b>                    |
|               |                          |             | Net-to-gross conversion  |                         | <u><b>1.30</b></u>            |
|               |                          |             | <b>Total DGSF</b>        |                         | <b>995</b>                    |

NSF - Net Square Feet  
 DGSF - Departmental Gross Square Feet

W - Wheelchair Accessible  
 S - Stretcher Accessible

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## PROFILE: STORAGE SPACE SS-01

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The following storage areas are inadequate: maintenance, housekeeping and laundry (dietary contracted from nursing home). When this phase of work has been implemented there would no equipment, beds, lifts, dietary carts or linen carts etc. stored in the corridors.

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## KEY COMPONENTS OF SERVICE

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### Key Functions

- The storage areas noted as additional are required to ensure that no equipment is stored in the corridors or other clinic / treatment rooms.

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## DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- Laundry – main laundry room is too small. Fold linen in the hallway. 2-50 lb and small Maytag. Doing linen for nursing home (except personal laundry). 50-bed nursing home and 2 respite beds. 2-65 lb dryers. 2 staff. Collect soiled linen from inpatient unit. Staff in nursing home brings soiled linen to an area. 10 beds on the inpatient unit. One tub from IP and 3 from the nursing home. Take linen from tub to washers no space for sorting. Have utility sink for soaking. Scale in place. Backup linen stored in mechanical rooms. 6 days a week. 0800-1600. Deliver clean linen cart – 2-3 per day to NH. Restocking the clean linen in the inpatient unit. 4 tubs, scale, sorting area, existing washup area ok. Need backup linen and folding area and clean linen carts. Chemical storage room as well. Soiled utility rooms would be OK if used as soiled utility room only.
- Laundry staff cannot leave the area when the dryers are operating so that a small kitchenette staff area next to this space is required.
- Clean utility would be OK if only used for clean utility – currently the clean linen cart is stored in this space.
- Hospital equipment storage room for 9 IV poles with pumps, one portable scale, one patient lift, 4 commodes, 1 portable blood pressure machine, portable patient computers 2, blanket warmer full height, full height sterilizer, child incubator and portable blood pressure units. Provide appropriate charging capability for battery powered equipment.
- Housekeeping. Main storage area is too small. Burnisher, scrubber, shampooer, 4 buckets, 2 shelving units for supplies. The existing housekeeping closets are adequate in size.
- Plant Maintenance – No room for spare parts storage 4 - 3' wide shelving units 18" deep. Have an outside storage shed. By moving health records to a new space the other existing areas for Plant would be adequate. Removing the spare parts storage from other mechanical rooms.
- A small area is required to store the empty medical gas tanks.
- There is shared space on the lower level next to the laundry that is used by the nursing home storage that could be used to address space needs for the nursing home. An additional storage space for the nursing home will be provided.
- Materials Management store room for paper supplies, nursing supplies etc. is currently inadequate – additional space is required for 4 more shelving units.
- A workstation is required for the Environmental Services manager.
- Storage for PT is now used for active nursing supplies. The storage for PT (crutches, wheelchairs etc.) will be incorporated into the new program space.

**WORKLOAD / ACTIVITY INDICATORS**

Following is a summary of workload related to storage space.

| <b>Utilization Indicator:</b>      | <b>2007/08</b> | <b>2008/09</b> | <b>2009/10<br/>(Projected)</b> | <b>2015</b> |
|------------------------------------|----------------|----------------|--------------------------------|-------------|
| Laundry – kg. (Incl. Nursing Home) | 44,662         | 43,789         | 44,235                         | 45,000      |
| Health Records – processed clients | 4,037          | 3,798          | 4,127                          | 4,135       |

**ROOM SUMMARY**

The following is the additional space summary for Storage Space:

| <b>ID NO.</b> | <b>ROOM NAME</b>                              | <b>CODE</b> | <b>ROOM<br/>AREA<br/>NSF</b> | <b>NO. OF<br/>ROOMS</b> | <b>TOTAL<br/>AREA<br/>NSF</b> |
|---------------|---|-------------|------------------------------|-------------------------|-------------------------------|
| <b>SS-01</b>  | <b>Storage Space</b>                          |             |                              |                         |                               |
| SS-01.01      | Laundry backup linen, folding and clean carts |             | 120                          | 1                       | 120                           |
| SS-01.02      | Housekeeping                                  |             | 100                          | 1                       | 100                           |
| SS-01.03      | Laundry staff kitchenette                     |             | 120                          | 1                       | 120                           |
| SS-01.04      | Medical gas tank storage (empty tanks)        |             | 50                           | 1                       | 50                            |
| SS-01.05      | Environmental services manager workstation    |             | 80                           | 1                       | 80                            |
| SS-01.06      | Nursing home equipment storage                |             | 216                          | 1                       | 216                           |
| SS-01.07      | Hospital stores                               |             | 300                          | 1                       | 300                           |
|               |   |             | Sub-total NSF                |                         | 986                           |
|               |   |             | Net-to-gross conversion      |                         | <u>1.20</u>                   |
|               |   |             | <b>Total DGSF</b>            |                         | <b>1,183</b>                  |

NSF - Net Square Feet  
 DGSF - Departmental Gross Square Feet

W - Wheelchair Accessible  
 S - Stretcher Accessible

**PROFILE: STAFF FACILITIES SS-02**

The staff facilities are currently in the lower level and behind the nursing station on the IP / ER unit.

**KEY COMPONENTS OF SERVICE**

Hours of Operation

24 hours, seven days a week

Key Functions

- Coatroom and dining room for staff.

**DISCUSSIONS FOR PHYSICAL REDEVELOPMENT**

- The existing locker room for female staff is shared with the Nursing Home staff. This could be reduced in area if a second locker room was located closer to the acute care area.
- Need lockers for 25 nursing staff (including the nursing home). For acute care there is a need for 15 people in the acute care areas. Create a coatroom for 25 coats and boots plus 25 purse lockers including a change cubicle in this room. The existing separate shower room for all staff will remain.
- Staff dining room – 25 people with kitchenette including a new undercounter dishwasher.
- A new washroom for staff will be provided.

**INTERNAL RELATIONSHIPS**

Convenient access to the acute care areas. The new locker room and dining room will be located on the main floor with the dining room located across the corridor from the existing nursing station.

**SPACE SUMMARY**

Following is the space summary for the Staff Facilities:

| ID NO.       | ROOM NAME  | CODE | ROOM AREA<br>NSF        | NO. OF<br>ROOMS | TOTAL<br>AREA<br>NSF |
|--------------|--|------|-------------------------|-----------------|----------------------|
| <b>SS-02</b> | <b>Staff Facilities</b>                          |      |                         |                 |                      |
| SS-02.01     | Staff coat room (25)                             |      | 180                     | 1               | 180                  |
| SS-02.02     | Staff dining room (25 people with kitchenette)   |      | 360                     | 1               | 360                  |
| SS-02.03     | Shower (exist)                                   |      | 0                       | 0               | 0                    |
| SS-02.04     | Staff washroom                                   | W    | 50                      | 1               | 50                   |
| SS-02.05     | Locker room for 3 staff (exist.)                 |      | 0                       | 0               | 0                    |
| SS-02.06     | Female locker room shared with NH staff (exist.) |      | 0                       | 0               | 0                    |
|              |  |      | Sub-total NSF           |                 | 590                  |
|              |  |      | Net-to-gross conversion |                 | <u>1.20</u>          |
|              |  |      | <b>Total DGSF</b>       |                 | <b>708</b>           |

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## PROFILE: MILFORD HOME FOR SPECIAL CARE RS-01

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This is a municipally owned facility with 50 beds plus one respite care bed. They report to the continuing care sector at the Department of Health.

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### KEY COMPONENTS OF SERVICE

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#### Hours of Operation

24 hours, seven days a week

#### Key Functions

- LTC services for elderly.
- Kitchen provides a meals on wheels program, also for the diabetic clinic twice a week.
- Provide dietary services to the Hospital.

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### DISCUSSIONS FOR PHYSICAL REDEVELOPMENT

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- The existing locker room for female staff is shared with the Nursing Home staff. This could be reduced in area if a second locker room was located closer to the acute care area.
- Laundry produces more linens for the nursing home.
- Storage space and education / meeting room capacity are the two biggest concerns for the Home for Special Care.

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### INTERNAL RELATIONSHIPS

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Access to the resident bedrooms and activity rooms.

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### EXTERNAL RELATIONSHIPS

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Family Council and community support services,

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### SPACE SUMMARY

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Space concerns for the Home for Special Care will be addressed in the meeting and storage programs.

**APPENDIX A – SUMMARY OF DEPARTMENTAL AREAS**

| <b>ID No.</b>                   | <b>Department</b>  | <b>NSF</b>    | <b>DGSF</b>   |
|---------------------------------|--------------------|---------------|---------------|
| <b>Residential Services</b>     |                    |               |               |
| IP-01                           | Inpatient Unit     | 570           | 855           |
|                                 | <b>Subtotal</b>    | <b>570</b>    | <b>855</b>    |
| <b>Treatment Services</b>       |                    |               |               |
| DT-01                           | Laboratory         | 550           | 715           |
| DT-02                           | PT / OT            | 790           | 1,027         |
| DT-03                           | Diagnostic Imaging | 180           | 234           |
|                                 | <b>Subtotal</b>    | <b>1,520</b>  | <b>1,976</b>  |
| <b>Ambulatory Care Services</b> |                    |               |               |
| AC-01                           | Emergency          | 320           | 480           |
| AC-02                           | Ambulatory Care    | 2,825         | 3,673         |
|                                 | <b>Subtotal</b>    | <b>3,145</b>  | <b>4,153</b>  |
| <b>Administrative Services</b>  |                    |               |               |
| AD-01                           | Administration     | 780           | 1,014         |
| AD-02                           | Physician Offices  | 1,655         | 2,152         |
| AD-03                           | Meeting Space      | 765           | 995           |
|                                 | <b>Subtotal</b>    | <b>3,200</b>  | <b>4,160</b>  |
| <b>Support Services</b>         |                    |               |               |
| SS-01                           | Storage Space      | 986           | 1,183         |
| SS-02                           | Staff Facilities   | 590           | 708           |
|                                 | <b>Subtotal</b>    | <b>1,576</b>  | <b>1,891</b>  |
|                                 | <b>Total</b>       | <b>10,011</b> | <b>13,035</b> |

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## APPENDIX B – COST ESTIMATE

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The following is an opinion of probable construction / project costs based on the space called for in the Master Program: