

# NANTUCKET COTTAGE HOSPITAL

JULY 23, 2014

Prospect Street □ Nantucket, MA

# Introduction

- **Margot Hartmann, MD, PhD**
  - **President and CEO, Nantucket Cottage Hospital**
- **Stephen R. Karp**
  - **Board of Trustees, Nantucket Cottage Hospital**
- **John E. Twohig**
  - **Goulston & Storrs, Development Counsel**

# Purpose of Tonight's Meeting

- **Discuss our preliminary findings with respect to the need for a new hospital in Nantucket**
  - **Long-term public health needs**
  - **Sustainability of operations**
  - **Need to expand existing services**
- **Continue a public process and discussion about a new hospital**

# The Topics We Would Like to Discuss

- **The need for a new hospital**
- **What we have done to address the need**
- **Why we can't build a new hospital on-site**
- **Review of alternative development sites**
- **The preferred alternative site**
- **Initial site investigations**
- **Anticipated permitting path**
- **Timeline/Next Steps**



# **The Need For a New Hospital**

# Why do we need a new hospital?

- **The existing building is too small; insufficient operating rooms; challenges to patient privacy**
- **Market research and experience indicate the hospital needs to expand services, which cannot be accommodated in the existing building**
- **Need to control costs; existing building is very inefficient and outdated (approximately \$1 million in annual costs)**
- **Existing building can't satisfy Department of Public Health (DPH) code requirements for operational standards**
- **Significant operational limitations**
- **Insufficient parking to accommodate expanding services – a condition that exists today**



# **What We Have Done to Address the Need**

# What have we done to address the need for a new hospital?

- **Undertaken an extensive 18 month review to analyze the potential development of a new hospital on the existing site**
- **Conducted a detailed patient survey and market analysis of what is needed to best serve the public health needs of the Island**
- **Developed a sustainable program of health care services based on community feedback and introduced some new services, such as expanded pharmacy care, a walk-in care service, oncology, to address patient needs – all of which strains available space**
- **Identified community health care needs**
- **Worked with state agencies to identify requirements**
- **Developed a building layout**
- **Determined, after all of that effort, that a new hospital could not be constructed on the existing site due to increased patient services**



# **Why We Can't Build a New Hospital On-site**

# Why can't we build a new hospital on the existing site?

- Severe operational limitations impacting patients and staff associated with constructing a new hospital on the existing site while trying to operate the existing facility (construction noise, parking and inability to provide services)
- Many of the hospital functions would need to temporarily move off-site to accommodate construction activities
- Existing medical office buildings would be demolished to accommodate construction
- The construction sequencing would be very difficult and result in a large expense for the hospital
- New building would be constructed within 2 feet of existing facility which jeopardizes existing hospital operations
- The hospital design would be inefficient as a result of site constraints
- Flat roof would be required to accommodate helicopter landing pad; building design would be out of character for the Island
- Certain key services could not be provided during the construction period such as our walk-in care service
- Construction would be highly disruptive to the outpatient services

# Site Plan for Existing Site



# Rendering for Existing Site





# **Review of Alternative Development Sites**

# Which alternative development sites have been reviewed?

- **After rejecting the existing hospital site, we identified certain key alternative sites**
- **The following sites were initially reviewed in 2013 and then subsequently refined in response to input from the Planning Department:**
  - **Existing site combined with 47 Prospect Street**
  - **Existing site combined with Gouin Village/Sevrens property**
  - **Valero site (64 Old South Road)**
  - **Glowacki site (63 , 67 & 73 Old South Road and 4,6,8,10,12,14 Nancy Anne Lane)**
  - **0, 20 Davkim Lane, 24, 26, 28, 30 Evergreen Road**
  - **Airport Parcel site from 10 Sun Island Road**
- **We also reviewed additional sites, including the Fairgrounds property next to the police station, the Town owned property next to Sherburne Commons and the Boy Scout Property on the corner of Fairgrounds and Surfside, which were rejected for a variety of reasons, including size, topography, cost, shape and location.**

ALT-2:  
EXISTING SITE  
AND GOJIN  
VILLAGE/SEVERNS  
PROPERTY

ALT-1:  
EXISTING NCH  
SITE AND  
47 PROSPECT ST

WANNACOMET  
WATER SITE

ALT-6:  
AIRPORT PARCEL  
FROM 10 SUN  
ISLAND RD

ALT-3:  
64 OLD SOUTH RD

ALT-4:  
63, 67 & 73 OLD SOUTH  
RD AND 4, 6, 8, 10, 12 &  
14 NANCY ANNE LANE

ALT-5:  
0 & 20 DAVKIM RD  
AND 24, 26, 28, & 30  
EVERGREEN RD

# Comparison of Alternative Development Sites

Nantucket Cottage Hospital Alternative Site Analysis

	Size	Zoning District	Ownership	Accessibility/ Location	Site Considerations	Transportation Considerations	Financial Implications	Environmental Considerations	Overall Feasibility
<b>Preferred Site:</b> Wannacomet Water	21.8± ac	<ul style="list-style-type: none"> <li>Zone LUG3</li> <li>Country Overlay District</li> </ul>	Town of Nantucket Water Commission	<ul style="list-style-type: none"> <li>Multiple access points</li> <li>Access from multiple parts of the island via major roadways</li> <li>Centrally located between downtown and residential communities near the majority of the island's population</li> <li>Adjacent to other commercial uses</li> </ul>	<ul style="list-style-type: none"> <li>Few abutters</li> <li>Currently developed with water company buildings, cleared access roads, and exterior storage areas</li> <li>Large land area for anticipated program and future expansion</li> <li>Topography conducive to desired design</li> <li>Utilities available</li> </ul>	<ul style="list-style-type: none"> <li>Central location with multiple access points</li> <li>Hospital development to facilitate Massworks improvements at four intersections consistent with Town's Master Improvement Plan</li> <li>Public transportation available</li> <li>No FAA issues with heliport</li> </ul>	<ul style="list-style-type: none"> <li>No construction sequencing costs</li> <li>No costs for relocating services during construction</li> <li>Maintain one hospital campus during construction without duplicative services and increased operational costs</li> </ul>	<ul style="list-style-type: none"> <li>No Wetlands</li> </ul>	<ul style="list-style-type: none"> <li>Central location</li> <li>Land area and lot configuration to accommodate proposed hospital program and future expansion</li> <li>Topography to accommodate the optimal multi-level design; very good access</li> <li>Limits development to edge of Town Overlay</li> <li>Supported by Water company</li> <li>Catalyst to receive State funding for roadway improvements</li> <li>Better outcome for patients</li> </ul> <p><b>CONCLUSION:</b> Right location; right size; good access; opportunity to expand; very few development issues.</p>
<b>Alternate 1:</b> Exist. NCH Site And 47 Prospect Street	(5.50 ac) (6.55 ac) 12.05± ac	<ul style="list-style-type: none"> <li>Zone R-40 &amp; Commercial Neighborhood (CN)</li> <li>Historic District</li> <li>Town Overlay District</li> </ul>	<ul style="list-style-type: none"> <li>Nantucket Cottage Hospital</li> <li>Town of Nantucket</li> </ul>	<ul style="list-style-type: none"> <li>Downtown area</li> <li>Adjacent to high density residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Currently developed with existing hospital</li> <li>Construction sequencing concerns regarding construction while still operating the hospital on-site</li> <li>Includes undeveloped town parkland</li> <li>Subject to restrictions, including Article 97 approval</li> <li>Extensive process, including 2/3 vote of legislature, to authorize use as hospital</li> <li>Utilities available</li> <li>Odd lot shape</li> </ul>	<ul style="list-style-type: none"> <li>Subject to same transportation constraints as existing site</li> <li>Public transportation available</li> <li>Existing heliport</li> </ul>	<ul style="list-style-type: none"> <li>Construction Sequencing Costs</li> <li>Costs to relocate existing functions off-site</li> <li>Duplication of Services</li> </ul>	<ul style="list-style-type: none"> <li>No Wetlands</li> <li>No Priority Habitat</li> </ul>	<ul style="list-style-type: none"> <li>Significant land use restrictions restricting hospital use</li> <li>Significant construction sequencing concerns would impact hospital operations</li> <li>Odd lot shape</li> </ul> <p><b>CONCLUSION:</b> Extended approval process; out of local control; operational issues with keeping hospital open.</p>
<b>Alternate 2:</b> Exist. NCH Site And Gouin Village/Sevrens property	(5.50 ac) (6.79 ac) (4.00 ac) 16.29± ac	<ul style="list-style-type: none"> <li>Zone R-10 &amp; CN</li> <li>Historic District</li> <li>Town Overlay District</li> </ul>	<ul style="list-style-type: none"> <li>Nantucket Cottage Hospital</li> <li>USA Coast Guard</li> <li>UMass Department of Environmental Management</li> <li>Nancy J. Sevrens Trust</li> </ul>	<ul style="list-style-type: none"> <li>Downtown area</li> <li>Adjacent to high density residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Currently developed with existing hospital;</li> <li>Construction sequencing concerns regarding construction while still operating the hospital on-site</li> <li>Currently developed with residential housing</li> <li>Multiple parcels bisected by Vesper Lane would present operational</li> </ul>	<ul style="list-style-type: none"> <li>Subject to same transportation constraints as existing site</li> <li>Existing heliport</li> </ul>	<ul style="list-style-type: none"> <li>Results in 2 - Campus Hospital</li> <li>Duplication of costly services (imaging/labs)</li> </ul>	<ul style="list-style-type: none"> <li>No Wetlands</li> <li>No Priority Habitat</li> </ul>	<ul style="list-style-type: none"> <li>Significant construction sequencing concerns would impact hospital operations</li> <li>Multiple owners and lots</li> <li>Intervening roadway would add operational constraints and costs</li> </ul> <p><b>CONCLUSION:</b> Site layout doesn't work; approval out of local control; site is "broken up" by street/owners.</p>

# Comparison of Alternative Development Sites

Nantucket Cottage Hospital Alternative Site Analysis									
	Size	Zoning District	Ownership	Accessibility/ Location	Site Considerations	Transportation Considerations	Financial Implications	Environmental Considerations	Overall Feasibility
					<ul style="list-style-type: none"> <li>problems and increased costs</li> <li>Utilities available</li> </ul>				
<p><b>Alternate 3:</b> 64 Old South Road</p>	10.23± ac	<ul style="list-style-type: none"> <li>Zone CN</li> <li>Town Overlay District</li> </ul>	<ul style="list-style-type: none"> <li>Warren &amp; Richard Valero Realty Trust</li> </ul>	<ul style="list-style-type: none"> <li>Located away from downtown area</li> <li>Does not have access points from around the island</li> <li>Adjacent to high density residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Limited land area</li> <li>Currently developed with some existing buildings</li> <li>Flat topography does not accommodate desired two level entry points</li> <li>Water available</li> <li>No sewer available</li> </ul>	<ul style="list-style-type: none"> <li>Limited public transportation</li> <li>Airport traffic likely impact med-flight</li> <li>Heliport adjacent to residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Owned by Private Party - Acquisition Costs</li> <li>Poor Access</li> </ul>	<ul style="list-style-type: none"> <li>No Wetlands</li> <li>(NHESP) Rare Species Habitat</li> </ul>	<ul style="list-style-type: none"> <li>Located too far away from Town</li> <li>Limited access/related traffic concerns on Old South Road</li> <li>Limited land area for future expansion</li> <li>Medflight conflicts</li> <li>Topography not ideal for desired design</li> <li>Adjacent to high density residential community</li> <li>Subject to written covenant and restrictions regarding maximum building size and design issues</li> <li>Increases commercial development in a sensitive residential area</li> <li>Inability to separate commercial development from the needed public benefits/desire for a hospital</li> <li>Potential conflicts with planned commercial development with unknown schedule</li> </ul> <p><b>CONCLUSION:</b> Poor location; limited access; site too small.</p>
<p><b>Alternate 4:</b> 63, 67 &amp; 73 Old South Road 4,6,8,10,12 &amp; 14 Nancy Anne Lane</p>	(7.75 ac) (3.32 ac) 11.07± ac	<ul style="list-style-type: none"> <li>Zone CN</li> <li>Town Overlay District</li> </ul>	<ul style="list-style-type: none"> <li>Richmond Great Point Devel, LLC</li> <li>Arthur Reade Jr. Trust/WJG 14 Nancy Ann Ln Trust</li> </ul>	<ul style="list-style-type: none"> <li>Located away from downtown area</li> <li>Does not have access points from around the island</li> <li>Across from high density residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Limited land area</li> <li>Oddly shaped lot</li> <li>Currently developed with some existing buildings</li> <li>Water available</li> <li>No sewer available</li> <li>Acquisition cost/commercial use</li> </ul>	<ul style="list-style-type: none"> <li>Limited public transportation</li> <li>Airport traffic likely impact med-flight</li> <li>Heliport adjacent to residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Owned by Private Party - Acquisition Costs</li> <li>Small Lot size would require off-site expansion</li> </ul>	<ul style="list-style-type: none"> <li>No Wetlands</li> <li>(NHESP) Rare Species Habitat</li> </ul>	<ul style="list-style-type: none"> <li>Located too far away from Town</li> <li>Limited access/related traffic concerns on Old South Road</li> <li>Limited land area for future expansion</li> <li>Lot shape would constrain building design</li> <li>Medflight conflicts</li> <li>Topography not ideal for desired design</li> <li>Subject to written covenant and restrictions regarding maximum building size and design issues</li> <li>Increases commercial development in a sensitive residential area</li> <li>Inability to separate commercial development from the needed public benefits/desire for a hospital</li> <li>Potential conflicts with planned commercial development with unknown schedule</li> </ul> <p><b>CONCLUSION:</b> Poor location; site is too small; poor lot shape; likely issues with abutting residences.</p>

# Comparison of Alternative Development Sites

Nantucket Cottage Hospital Alternative Site Analysis

	Size	Zoning District	Ownership	Accessibility/ Location	Site Considerations	Transportation Considerations	Financial Implications	Environmental Considerations	Overall Feasibility
<p>Alternate 5: 0 &amp; 20 Davkim Lane And 24, 26, 28 &amp; 30 Evergreen Road</p>	<p>(13.99 ac) (7.36 ac) 21.35± ac</p>	<ul style="list-style-type: none"> <li>Zone CN/LUG2</li> <li>Town Overlay District</li> </ul>	<ul style="list-style-type: none"> <li>Richmond Great Point Devel, LLC</li> </ul>	<ul style="list-style-type: none"> <li>No direct access from main road</li> <li>Farther from downtown area</li> <li>Adjacent to residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Oddly shaped lot</li> <li>Currently developed with some existing commercial buildings</li> <li>Utilities available</li> </ul>	<ul style="list-style-type: none"> <li>Limited public transportation</li> <li>Airport traffic likely impact med-flight</li> <li>Helipoint adjacent to residential communities</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Costs Unknown</li> <li>Inefficient; costs due to lot</li> <li>Owned by Private Party - Acquisition Costs</li> </ul>	<ul style="list-style-type: none"> <li>No Wetlands</li> <li>No Priority Habitat</li> <li>Potential Brownfield site/contamination</li> </ul>	<ul style="list-style-type: none"> <li>Located too far away from Town</li> <li>Limited access/related traffic concerns on Old South Road</li> <li>Lot shape would constrain building design and future expansion</li> <li>Medflight conflicts</li> <li>Topography not ideal for desired design</li> <li>Not centrally located; in emergency situation, does not offer direct/identifiable routes of travel</li> <li>Inability to separate commercial development from the needed public benefits/desire for a hospital</li> <li>Uncertain environmental issues – asphalt plant?</li> </ul> <p><b>CONCLUSION:</b> Wrong location; too far from Town.</p>
<p>Alternate 6: Airport Parcel From 10 Sun Island Road</p>	<p>20± ac</p>	<ul style="list-style-type: none"> <li>Zone LUG 3</li> <li>Country Overlay</li> </ul>	<ul style="list-style-type: none"> <li>Town of Nantucket</li> </ul>	<ul style="list-style-type: none"> <li>Located away from downtown area</li> <li>Adjacent to Nantucket Memorial Airport</li> </ul>	<ul style="list-style-type: none"> <li>Currently undeveloped (wooded)</li> <li>Utilities available</li> </ul>	<ul style="list-style-type: none"> <li>Limited public transportation</li> <li>Helipoint in flight path of Nantucket Memorial Airport</li> </ul>	<ul style="list-style-type: none"> <li>Wrong location</li> <li>Poor Access</li> <li>Acquisition costs unknown (Airport Commission)</li> </ul>	<ul style="list-style-type: none"> <li>No Wetlands</li> <li>(NHESP) Rare Species Habitat</li> </ul>	<ul style="list-style-type: none"> <li>Located too far away from Town</li> <li>Limited access</li> <li>Medflight conflicts</li> <li>Topography not ideal for desired design</li> </ul> <p><b>CONCLUSION:</b> Uncertain permit path; too far from Town.</p>

**Additional Sites Reviewed:**

- The Fairgrounds property next to the new Police Station - This site is flat, small, but in a good location. The site was eliminated due to the size and shape of the property. Did not allow for any expansion and the topography would not accommodate the two level entrance points.
- Town owned property next to Sherburne Commons - This site is too small and the topography is flat. Also not a good central location.
- The Boy Scout Property on the corner of Fairgrounds and Surfside - This site is large but does not have the ideal topography or central location. This site is also very expensive.



# **The Preferred Alternative Site**

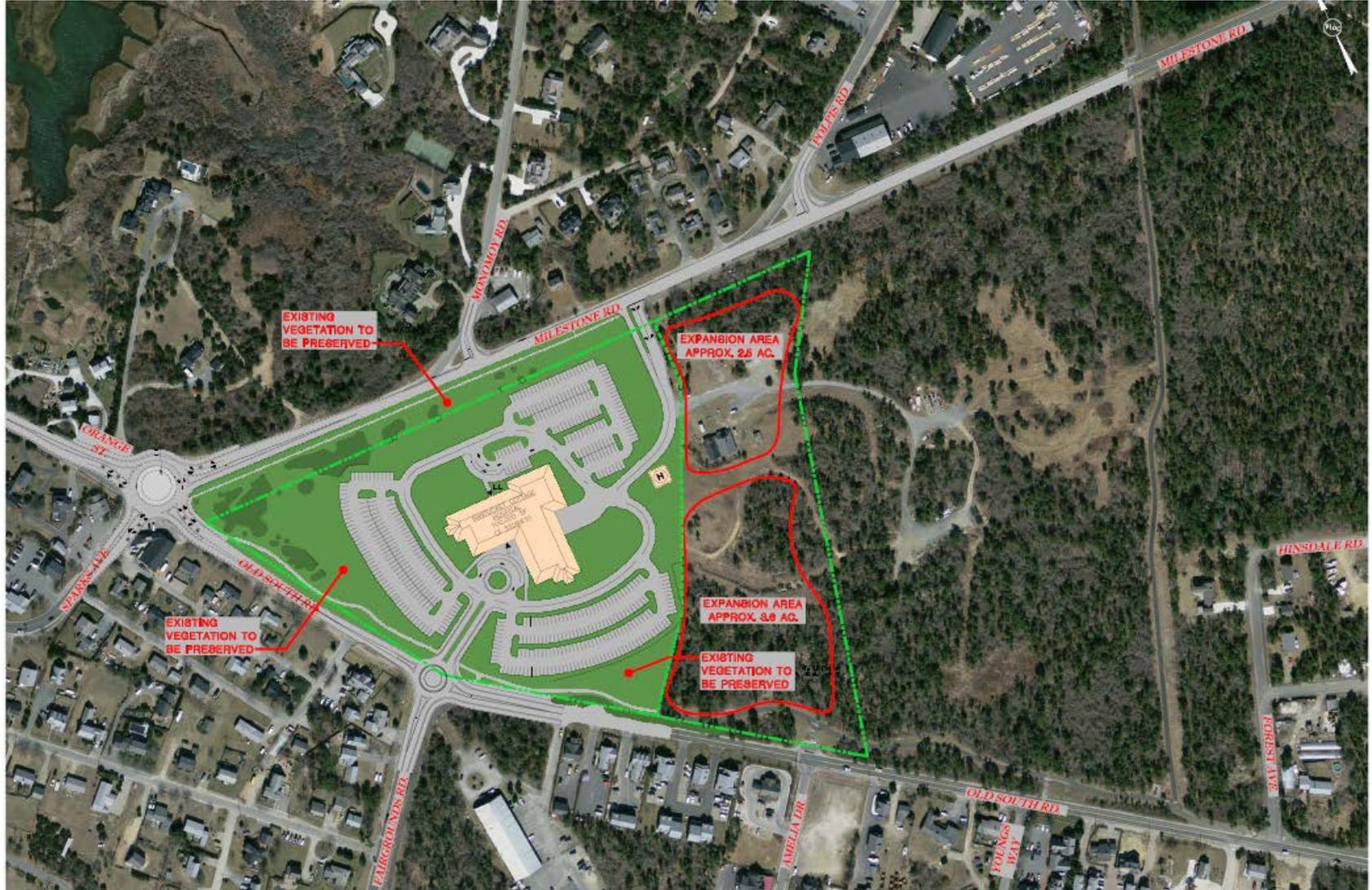
# Why is the Water Company site the preferred alternative?

- **Centrally located near the majority of the Island's population**
- **Located near the existing hospital site**
- **Total site area accommodates the anticipated program as well as future expansion areas to adapt to changing technology**
- **Topography allows the hospital to construct a new building that is consistent with the design of other island buildings and to utilize multiple levels (e.g., emergency services to enter on lower level)**
- **Superior access from multiple locations on the island with proximity to five roadways while other sites have only one or two access points**
- **Traffic report indicates the existing roadway network can support proposed project**
- **Close to public transportation and retail/restaurants**
- **Limits development to the edge of the Town Overlay Area without extending too far into the Country Overlay**
- **Supported by the Water Company**

# Site Plan for Existing Site



# Preliminary Site Plan for Preferred Alternative Site



# Rendering for Existing Site



# Preliminary Rendering for Preferred Alternative Site





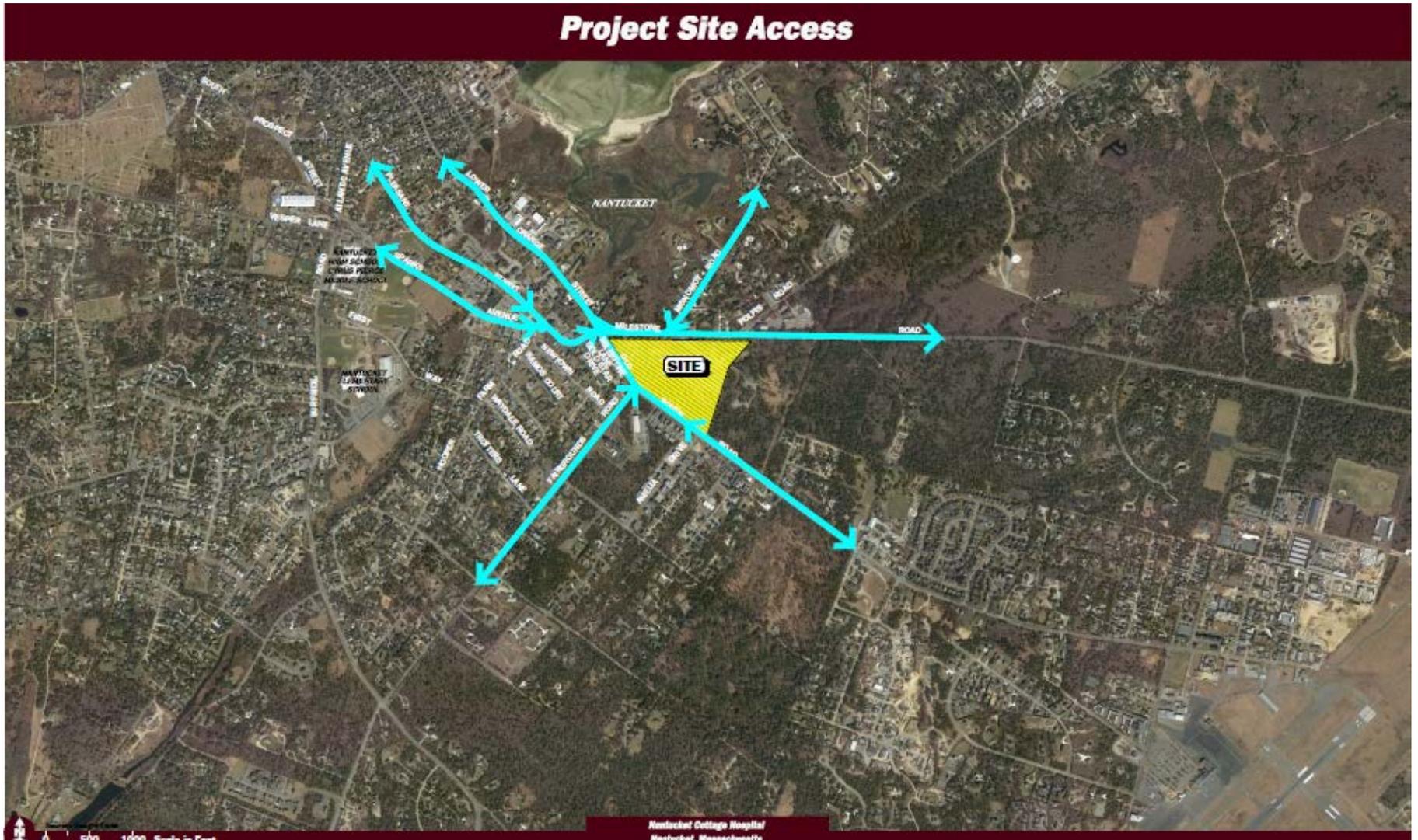
# **Initial Site Investigations**

# What initial investigations have been completed for the preferred site?

- **Environmental**
  - *No hazardous waste/environmental concerns*
- **Land Area**
  - *Sufficient area to accommodate anticipated development and future expansion potential*
- **Topography**
  - *Allows the hospital to construct a new building that is consistent with the design of other Island buildings and to utilize multiple levels (e.g., emergency services to enter on lower level)*
- **Geotechnical**
  - *Sufficient soils*
- **Wetlands**
  - *No wetlands impacts*
- **Utilities**
  - *Adequate sewer, water and electric service*
- **Transportation**
  - *Location along major roadways with multiple access points to accommodate anticipated vehicle trips*



# Site Access





# **Anticipated Permitting Path**

# What is the permitting path?

## ➤ Local Approvals

- Rezoning to the Commercial Neighborhood zoning district, consistent with recent zoning efforts
- Creation of a hospital sub-district that focuses on the unique needs of a hospital, including the potential for expansion and related health care services
- Land restriction to ensure healthcare use as well as preservation of existing vegetation/buffers

## ➤ State Approvals

- Environmental Notification Form
- Coordination with the state
- Coordination with DEP on well relocation



# **Timeline/Next Steps**

# Timeline/Next Steps

- **Coordinate with the Selectmen on the process and the collective goals of the Hospital and the Town**
- **Coordinate with the Water Company on well relocation and related issues**
- **Coordinate with the Planning Department and Planning Board on potential zoning issues**
- **Coordinate with the Historic District Commission and Finance Committee**
- **Continue public outreach and dialogue on the need for a new hospital and site**
- **Coordinate with the state on permits and due diligence**
- **Identify timeline for Town Meeting**