



OFFICE OF THE PREMIER  
HALIFAX, NOVA SCOTIA  
B3J 2T3

November 12, 2015

Mr. Brandon Rose  
NSGEU  
255 John Savage Avenue  
Dartmouth, NS B3B 0J3

RECEIVED  
NOV 16 2015

NSGEU

Dear Mr. Rose:

**Re: You are entitled to part of the information you requested PRE-15-54**

Your application for access under the *Freedom of Information and Protection of Privacy (FOIPOP)* Act was received by this office on October 14<sup>th</sup>, 2015. In your application you requested:

*"Please provide us with the following in respect of each date between October 22, 2013 and October 9, 2015 (inclusive):*

- (i) *all briefing notes, reports, studies, research and analysis speaking to any possible new P3 partnerships in Nova Scotia; and*
- (ii) *all correspondence on the same subject.*

*The request is limited to materials produced for or by individuals holding the following positions: Premier, Premier's Office staff, Minister, Deputy Minister, Associate Deputy Minister, Minister's Executive Assistant, Minister's Communications Director, Communications Officers, Executive Directors and all pertinent staff within the Premier's Office, Office of Planning and Priorities and the Departments of Finance & Treasury Board, Internal Services and Transportation Infrastructure Renewal."*

Your application for access to these records has been partially granted and you are entitled to part of the records requested. However, we have removed some of the information from this record according to subsection 5(2) of the *FOIPOP* Act. The severed information is exempt from disclosure under the *FOIPOP* Act for the following reasons:

**Section 13 (1) : Deliberations of Executive Council** –release of this information would reveal the substance of Executive Council deliberations including advice, recommendations, policy considerations, draft legislation or regulations; and

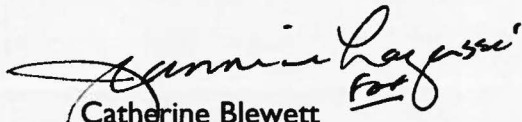
**Section 14(1): Advice to public body or minister** – release of this information would reveal advice, recommendations or draft regulations developed by or for a public body or minister.

Page 2  
Brandon Rose  
November 12, 2015

You have the right to ask, within 60 days of this notice, for a review of the decision by a Review Officer. If you wish to ask for a review, you must do so on Form 7, a copy of which is enclosed with this letter.

If you have questions about the progress of your application, or require any clarification about any item in this letter, please contact M.E. (Meddy) Stanton, the Department's access and privacy administrator, at (902) 424-4879 or email [meddy.stanton@novascotia.ca](mailto:meddy.stanton@novascotia.ca).

Yours truly,

  
Catherine Blewett  
Deputy Minister to the Premier

Enclosures

# Form 7 Request for Review

**Province of Nova Scotia**  
**Freedom of Information and Protection of Privacy Act**  
**Subsection 32(1)**  
**(Applicant)**

TO: The Review Officer  
P.O. Box 181  
Halifax, NS B3J 2M4

1. This Request for Review arises out of an Application for Access to a Record or Request for Correction of Personal Information submitted to \_\_\_\_\_ (*specify public body*) on the \_\_\_\_\_ day of, 201\_\_\_\_, a copy of which Application or Request is attached to this Request for Review.

2. The applicant requests that the review officer review the following decision, act or failure to act of the head of the public body;

Check where applicable

\_\_\_\_ (a) decision dated or made on the \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_\_\_, a copy of which is attached to this Request for Review;

\_\_\_\_ (b) (*specify act or failure to act*) \_\_\_\_\_

---

3. The applicant requests that the review officer recommend that

Check where applicable

\_\_\_\_ (a) the head of the public body give access to the record as requested in the Application for Access to a Record;

\_\_\_\_ (b) the head of the public body correct the personal information as requested in the Request for Correction of Personal Information;

\_\_\_\_ (b)[c] (*specify other recommendation or recommendations, if any, you consider appropriate*)

---

---

Date: \_\_\_\_\_

Signature of Applicant: \_\_\_\_\_

Print Full Name of Applicant: \_\_\_\_\_

**Comeau, Francene**

---

**From:** Vaughan, Peter W  
**Sent:** Thursday, September 11, 2014 3:15 PM  
**To:** Darrow, David  
**Subject:** Re: SBAR on P3s

[

] S14(1)

Sent from my BlackBerry 10 smartphone on the Bell network.

---

**From:** Darrow, David  
**Sent:** Thursday, September 11, 2014 9:27 AM  
**To:** Vaughan, Peter W  
**Subject:** RE: SBAR on P3s

Thanks [

] S14(1)

DD

---

**From:** Vaughan, Peter W  
**Sent:** Wednesday, September 10, 2014 12:00 PM  
**To:** McVicar, Kirby S; Darrow, David  
**Cc:** Townsend, Geoff A  
**Subject:** SBAR on P3s

David et al,

I was asked to look at P3. SBAR attached. Happy to discuss further.

Peter

Peter W. Vaughan, CD, MA, MD, MPH  
Deputy Minister  
Nova Scotia Department of Health and Wellness  
[Peter.Vaughan@gov.ns.ca](mailto:Peter.Vaughan@gov.ns.ca)  
Phone: 902-424-7570  
Fax: 902-424-4570  
Switchboard: 902-424-8147

**Please observe our scent-free policy to keep the workplace safe and healthy for everyone.**

\*\*\*\*\*  
CONFIDENTIALITY NOTICE - The information contained in this e-mail may be confidential, privileged, or otherwise protected from disclosure. It is intended only for the use of the authorized individual(s) as indicated in the email message. Any unauthorized viewing, disclosure, copying, distribution or taking of any action based on the contents of this material is strictly prohibited. If you have received this e-mail in error, please notify the sender as a courtesy and delete the e-mail and its attachments immediately. Thank you for your cooperation.

AVIS DE CONFIDENTIALITÉ : Les renseignements inclus dans ce courriel peuvent être confidentiels, privilégiés ou autrement protégés contre toute communication. Ils sont transmis à l'intention de la personne autorisée, tel qu'indiqué dans le message. Toute consultation, divulgation, copie, distribution ou autre action non autorisée liée au contenu de ce message est strictement interdite. Si vous avez reçu ce courriel par erreur, veuillez en aviser l'expéditeur et supprimer immédiatement le message ainsi que toute pièce jointe. Merci de votre coopération.

## SBAR: Public Private Partnerships in Healthcare

### Situation

DHW's budget has continually increased over the past four years with a 5% increase in 2013/14. This mirrors what's happening globally, where spending on healthcare continues to climb annually. In Nova Scotia this increased expenditure and increased demand is coupled with decreasing provincial revenues and declining federal health transfers.

Given this context, there is a need to look to different ways of delivering healthcare [

3 5/4(1)

### Background

Public-private partnerships are cooperative ventures between the public and private sectors, built on the expertise of each partner, that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards. They typically involve provision of public services or public infrastructure and the transfer of risk between partners. Some of the public-private partnerships highlighted below can be more accurately described as public sector programs with private sector participation

There are many examples in Nova Scotia and Canada where collaboration and partnership with private organizations have been used to deliver healthcare. In Nova Scotia these include, but aren't limited to:

- Scotia Surgery (Capital District contracting a private company to provide orthopaedic surgeries)
- Tri-Star and Emergency Medical Care (contracts between DHW and these companies for the procurement of ambulances and the delivery of Nova Scotia's pre-hospital care system- Emergency Health Services)
- Medtronic (provincial procurement of defibrillators for the pre-hospital system)
- Strongest Families (DHW contracting a private provider to deliver mental health support to families)

P3s have been employed in other areas in Nova Scotia, such as in the building of schools; establishing internet throughout the province (with Eastlink); and highways like the Cobequid Pass (P3 Infrastructure project with the **Atlantic Highway Management Corporation Limited (AHMCL)**, which is a subsidiary of the contractor, **Atlantic Highways Corporation (AHC)**. Both are which are owned by Aecon.)

Other provinces have invested in P3s. New Brunswick used a P3 relationship to construct its water treatment system in Moncton. BC Partnerships serves British Columbians through the planning, delivery and oversight of major infrastructure projects. It has been involved in many different infrastructure projects such as the redevelopment of the Ski to Sky Highway and the building of healthcare centres. Infrastructure Ontario also uses P3s in their large scale infrastructure projects. Alberta Infrastructure has used its P3 model to build 28 schools (with 12 more expected to open in 2014-15), a water treatment and wastewater treatment facility and road projects.

Internationally there is wealth of experience with P3s in healthcare. Many countries in Europe and the Netherlands have employed P3s.

## SBAR: Public Private Partnerships in Healthcare

Some provinces have had success in employing P3s, while others have struggled. There are many variables that determine the success of P3, such as economies of scale, industry costs, public readiness, political readiness etc. One of the most important findings of reviews of P3s concerns public leadership and governance. The projects that have been successful have had strong:

- foundations (in the contracts that establish the partnership) and
- monitoring and evaluation (clear performance standards and meaningful consequences for non-compliance or missing deliverables)

As well, the partnership needs to be genuine and mutually beneficial. Where governments get in trouble is when they enter into a P3 which is unbalanced, for example:

- where too much risk is transferred to one partner, or
- one partner has the ability to benefit more than the other.

It is difficult to find examples of successful P3s where there are no criticisms. In audits by provincial auditors general it's been discovered that:

- **Nova Scotia:**
  - **Roads:** An estimated more than \$300 million in tolls were produced on the Cobequid Pass for a deal in which private financiers put up \$66 million. The government is paying an effective interest rate of 10% for 30 years, twice its rate of borrowing.
  - **Schools:** The Dept of Education was criticized for its lack of effective oversight and management of contracts
  - **DHW:** in numerous audits, DHW has been criticized by the Auditor General for its challenges in providing effective oversight and holding entities accountable.
- **New Brunswick:** Moncton's water treatment system ended up costing \$31 million rather than the \$23 million it would have cost to finance and operate it publicly.
- **Ontario:** Ontario's Auditor-General recently revealed that the province's P3 hospital in Brampton Civic, cost the public \$200 million more than if it had been publicly financed and built directly by the province.
- **Quebec:** A P3 project at the Université de Québec à Montréal doubled the cost to the public from \$200 million to \$400 million.
- **British Columbia:** B.C.'s Sea-to-Sky Highway will cost taxpayers \$220 million more than if it had been financed and operated publicly.

Another criticism of P3s where a private clinic is contracted to provide publicly insured services is that while being successful in helping to reduce wait times, the private clinic does simple surgeries, leaving the more complex cases for the public health system. The private clinic benefits from lower costs associated with fewer supplies and shorter wait times, while the public system is burdened with the more complex care. This means that any cost savings that come from reduced overall number of surgeries are clawed back by the increased cost of the complex surgeries.

### Assessment

The premise for proceeding with P3s is typically that the private sector can do the projects more efficiently and can manage risk better. This suggests that the public sector is not as efficient or effective in, for example, designing and building infrastructure or delivering services.

## SBAR: Public Private Partnerships in Healthcare

S 1401

Employing P3s in infrastructure is by far most common domestically and internationally. As mentioned above, Ontario, BC and Alberta all have provincial infrastructure offices that are dedicated to public-private partnerships.

Using P3s to design, construct and operate capital equipment has been employed in NS's pre-hospital system, Emergency Health Services. DHW leases ambulances from Tri-Star Industries, a NS owned company who is in turn responsible to provide maintenance and updates for the fleet to ensure they meet DHW's safety and performance standards. Once the lease expires, Tri Star buys the ambulances back from DHW and sells them to other countries, like Trinidad and Tobago.

Another opportunity for employment of P3s in healthcare is in the delivery of public services by private partners. An example of this is Scotia Surgery. Capital District Health Authority has agreement with Scotia Surgery that allows Scotia Surgery to provide publically funded orthopaedic surgeries in its private clinic.

### Benefits

S 1401

### Risks

S 1401

**SBAR: Public Private Partnerships in Healthcare**

S14(1)

**Recommendations**



**SBAR: Public Private Partnerships in Healthcare**

S14(u)

## Moore, Stephen K

---

**From:** Menchenton, Pamela M  
**Sent:** Tuesday, June 16, 2015 7:39 PM  
**To:** Moore, Stephen K; Taweel, Tracey; Kontak, Jason L  
**Cc:** MacKinnon, Melissa M  
**Subject:** Fw: comm plan feasibility study  
**Attachments:** Feasibility study.doc

Hi everyone:

Please see attached for your consideration. This is some communications thinking around the release of the feasibility study for tolling. While there is still some aspects of the roll out that will still need to be fleshed out, this is the foundation upon which we will expand in the coming days and weeks ahead.

I wholeheartedly welcome any suggestions and feedback.

Thank you,  
Pam

Pages 8-11 withheld  
as draft s.14(1)

## **Kontak, Jason L**

---

**From:** Menchenton, Pamela M  
**Sent:** Wednesday, June 17, 2015 4:48 PM  
**To:** Kontak, Jason L; Moore, Stephen K  
**Cc:** MacKinnon, Melissa M  
**Subject:** feasibility study  
**Attachments:** QA - Tolling feasibility study - 2.doc

Hi Jason and Stephen:

Here are the messages; Q/A from today's briefing. Please let me know if you have any questions or need further information.

Pam

Pam Menchenton  
A/Director Communications  
Transportation and Infrastructure Renewal  
Ph: 902-424-8978  
Cell: 902-719-4950  
[pamela.menchenton@novascotia.ca](mailto:pamela.menchenton@novascotia.ca)

**Tolling Feasibility Study:**

**Key Messages:**

S14(1)

Pages 14-15 with held

## Kontak, Jason L

---

**From:** O'Handley, Tom  
**Sent:** Wednesday, March 04, 2015 11:45 AM  
**To:** Kontak, Jason L  
**Subject:** FW: Presentation-Tolling  
**Attachments:** Long Term Highways Options - Feb 18, 2015 (Version 4.5).pptx

Hi Jay, here are the slides. Slightly revised.

Tom O'Handley  
Executive Assistant to the Minister  
Department of Transportation and Infrastructure Renewal  
1672 Granville Street  
Johnston Building, 2<sup>nd</sup> Floor  
PO Box 186  
Halifax, NS B3J 2N2

Phone: (902) 424-4471  
Fax: (902) 424-0171


**From:** Grant, Alan  
**Sent:** Friday, February 27, 2015 4:04 PM  
**To:** O'Handley, Tom  
**Subject:** RE: Presentation-Tolling

Tom,

This is the latest presentation, but it will change again based on the new information I just received from the construction folks. I should have the revised version by Monday...hopefully.

Alan

*Alan C. Grant*  
Executive Director

  
**NOVA SCOTIA**  
Department of Transportation and Infrastructure Renewal

(902) 890-1183 T

[novascotia.ca](http://novascotia.ca)

**From:** O'Handley, Tom  
**Sent:** Friday, February 27, 2015 11:30 AM  
**To:** Grant, Alan  
**Subject:** Presentation-Tolling

Hi Alan, could you send me the presentation on tolling. Jason Kontak at the premier's office is requesting it. Thanks.

Tom O'Handley  
Executive Assistant to the Minister  
Department of Transportation and Infrastructure Renewal  
1672 Granville Street  
Johnston Building, 2<sup>nd</sup> Floor  
PO Box 186  
Halifax, NS B3J 2N2

Phone: (902) 424-4471  
Fax: (902) 424-0171

Pages 18 - 35  
withheld

S. 13 (1)

S. 14 (1)