



The MetroHealth System

Board of Trustees

Wednesday, April 24, 2024

12:00pm - 1:30pm

MetroHealth Brooklyn Heights Campus or via Zoom

Facilities & Planning Committee

Regular Meeting

The MetroHealth System Board of Trustees

FACILITIES & PLANNING COMMITTEE

DATE: Wednesday, April 24, 2024

TIME: 12:00pm – 1:30 pm

PLACE: MetroHealth Brooklyn Hts. Campus, Building B, Brooklyn Hts., OH 44131 /
via Zoom <https://us02web.zoom.us/j/87356432769>

AGENDA

I. Approval of Minutes

Committee Meeting Minutes of January 24, 2024

II. Information Items

- A. Campus Transformation Status – *Jim Bicak, SVP, Facilities, Construction and Campus Transformation*
- B. Facilities Management Update – *Karen Dethloff, VP, Facilities Management*

III. Recommendations/Resolutions

- A. Recommendation to the President and CEO of The MetroHealth System to approve the Selection of Pre-Authorized Professionals.

IV. Executive Session

The MetroHealth System Board of Trustees

FACILITIES AND PLANNING COMMITTEE

January 24, 2024

12:30-2:00 p.m.

The Board Room K107 or Zoom (<https://us02web.zoom.us/j/89588680299>)

Meeting Minutes

Committee Members Present: Inajo Chappell-I, Harry Walker, M.D.-I

Other Trustees Present: J.B. Silvers, Ph.D.-I

Staff: Aricia Steed, Ed.D.-I, James Bicak-I, Laura Black-I, Karen Dethloff-I, David Fiser-I, Joseph Frolic-R, Eileen Hayes-I, Derrick Hollings-I, William Lewis, M.D.-I, Ishmael Olusegun, M.D.-R, Brian Rentschler-I, Sonja Rajki-I, Tamiyka Rose-I, Greg Zucca-I

Ms. Chappell called the meeting to order at 12:30 p.m., in accordance with Section 339.02(K) of the Ohio Revised Code. Ms. Chappell noted that a quorum is present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

I. **Approval of Minutes**

The minutes of the November 20, 2023, Facilities and Planning Committee meeting were approved as submitted.

II. **Information Items**

Facilities Management Update – Karen Dethloff, Vice President, Facilities Management

Ms. Dethloff presented an update on the Facilities Management major accomplishments since October. The Facilities team supported several department projects within the main campus facilities. Currently, the staff is working to prepare space in Bell Greve for relocation of the Heart and Vascular clinic. The new location is much closer to the entry and improves patient access. The Facilities team continues to work with design and construction professionals to address open issues in both the Glick Center and Behavioral Health Hospital buildings.

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Ms. Dethloff provided an update on year-end staffing and departmental metrics. Ms. Dethloff noted that there were 18 open positions as of year-end 2023. Ms. Chappell questioned the reason for such a high number of vacancies. Ms. Dethloff responded that some vacancies were due to staff retirements, a couple of employees moved out of state and one employee was terminated. The Facilities department completed over 130,000 work orders, 73% of which were preventative maintenance. The goal for 2024 is to get to 80% preventative maintenance and 20% for reactive and service work orders. As a result of the move to Glick and the on-going operations of the legacy buildings, the work orders for egress and fire extinguisher preventative maintenance (approximately 10% of the total work orders) were outsourced because of staffing issues. Ms. Dethloff noted that once the legacy buildings are demolished, staffing will align within the remaining buildings.

Ms. Dethloff provided an update on the system utility interruptions for all locations owned and leased in 2023. A majority of the interruptions were due to elevator malfunctions at buildings throughout the system. The elevator vendor was changed in February 2023 and has not been performing as expected. Facilities is working to have corrections made and is in the process of assessing the elevator issues to develop an improvement plan.

Ms. Dethloff provided an update on the facilities capital projects that were initiated in 2023. There were 132 major and minor projects valued at \$9,063,245. This is the largest number of capital projects, by volume, initiated in a single calendar year. These projects primarily address equipment and component failures due to wear and tear, age, and damage.

Campus Transformation Status – Jim Bicak, SVP, Facilities, Construction and Campus Transformation

Mr. Bicak provided a status update on the Campus Transformation (CT) 2.0 activities. The presentation began with an overview of the objectives which included: maximizing space in the Glick Center for clinical and educational functions; maintaining current main campus outpatient services and incorporating planned growth on campus; establishment of a new space model for clinical and non-clinical administrative functions; designation of Rammelkamp for research and academic functions; identification of additional ambulatory enabling projects that align with the growth strategy; improvement to patient, visitor and staff parking on the main campus; and identifying which of the legacy buildings on the main campus are to be re-used, and which are to be vacated and demolished.

The MetroHealth System Board of Trustees

Mr. Bicak provided an update on the Campus Transformation (CT) 2.0 major initiatives. The interim parking plan was implemented as of January 18th. The patient/visitor parking was relocated to the Valentine Garage (P4). The employee parking was shifted to the View Garage (P2) and the Apex Garage (P1). The interim walkway for employees from the P1 garage to the temporary entry into Glick through the cafeteria was completed. Employees were receptive of the parking change.

Mr. Bicak gave an update on the Glick Center close-out. The helipad activation and emergency decontamination tank installation were completed. The installation of the morgue redundant compressor was completed with some testing work remaining. The warranty work to eliminate air pockets in the flooring throughout Glick and replacement of the counter at the pizza station in the cafeteria were completed. Installation of the smoke detectors at the smoke doors and the electrical room sprinklers have been completed. The installation of the 5th emergency power generator was completed. The final documentation and payment applications are projected to be completed in Q2 2024.

Mr. Bicak provided an update on Glick Center projects. The Blood & Bone Marrow Transplant Unit (BMT) will move from Floor 3E to the existing medicine unit on Floor 9W. The medicine beds will then be relocated to 3E, and the capacity of the unit will increase by 10 beds through use of the semi-private rooms. The Floor 9W BMT and Oncology unit will be a 19-bed closed unit with upgraded ventilation, patient support functions and family space. The schematic design was completed by LaBella Architect and Osborn Engineering, and schematic level pricing was received on January 18, 2024. The design development and construction documents phases are expected to take 12-14 weeks. In addition, modest renovations to the Burn Unit on 3E will support the existing program and family space.

Design of the Executive Administration offices within the Business Services (K&M Building) is completed. The contractor is completing pricing and construction planning. The projected completion date of this phase is May 2024. The furniture selection has been completed and orders will be placed with the manufacturer in early February. The design of the Town Hall phase of the project will begin in February. Options to utilize the space vacated on the 2nd floor of the Glick Center for teaching, Graduate Medical Education and clinical programs will be reviewed with Senior Management in February.

Mr. Bicak gave an update on the existing facility condition and engineering assessment of the legacy buildings. The scope of work includes all MetroHealth facilities five years old and older. The first phase of work is the analysis for the existing legacy buildings on the main campus. Work begins in February, and a draft report is expected from the consultant during Q2 of 2024. The proposed legacy building plan consists of keeping Rammelkamp and Bell Greve for Research, Education and GME. The Business Services Building will consist of Administration and Support Functions. The existing Outpatient

The MetroHealth System Board of Trustees

Pavilion will consist of administrative offices and support functions. Ms. Chappell inquired about the completion date of the facilities assessment, asking if it will be completed by the end of Q2 2024. Ms. Dethloff replied that it will take approximately eight months to complete the full assessment of the main campus facilities. Mr. Bicak stated the intention is vacate and demolish Core A, Center Core, Tower B, Tower C, Hamann, South, Gannon and the original Power Plant.

Mr. Bicak then provided an update on the ambulatory enabling projects. The Renovation Projects completed in Q4 2023 and Q1 2024 consist of the following: Parma Surgical Clinic was completed October 6, 2023; Parma Cardiac Rehab was completed November 29, 2023; Parma OB/GYN and Pediatrics Clinic were completed January 15, 2024, and the Parma Internal Medicine and Medical Specialties are to be completed January 29, 2024. The close-out of Turner Construction Design/Build Contract is planned during February 2024.

The Design – Bid – Build Delivery method will be used for the remaining projects in 2024. The design for the Parma Heart & Vascular Clinic was approved by the stakeholders. The Parma Pain Management will be relocated to its former space with refresh plans to be developed. The design for the Parma Breast Center will need to be developed. The Beachwood Express Care is ready for permit and bidding. The Beachwood Pain Clinic & Medical Specialties redesign is near completion.

Mr. Bicak provided an update on the progress of the Outpatient Health Center (APEX). The second round of stakeholder reprogramming meetings was completed earlier in January. The first round of meetings began in early November and was completed in mid-December 2023. The basis for reprogramming and diagrammatic design are the patient volumes planned for 2024 with projected growth. The meeting process included twenty-four separate stakeholder groups comprised of providers, clinical staff, and support staff to validate the volumes and work with the design team on a revised conceptual design. The types and quantities of rooms were identified for each clinic and/or service, including exam space, procedure rooms, provider and staff workspace and support spaces. Ms. Chappell asked if the staff who will be working in the building have had the opportunity to provide input and be able to validate the concept. Mr. Bicak stated the participation and feedback of the caregivers has been excellent, and the design team has made modifications to incorporate the ideas that have been raised. The design team is completing the conceptual design this month and the contractor will provide an updated cost estimate and project schedule by the end of February.

Ms. Chappell asked what the next group of activities will be and when they are planned to be completed. Mr. Bicak responded by stating that depending on the size and complexity of the department, there will be two to three more rounds of design meetings with the stakeholder groups. The focus of those will be on incorporating all detail information such as electrical outlet and switch locations, location of plumbing fixtures,

The MetroHealth System Board of Trustees

size and components of cabinetry and the locations of all equipment in each room and within the department. A complete inventory of current equipment will be done to determine what can be relocated, what needs to be replaced and what will need to be purchased new for the facility. At the conclusion of this process in May the stakeholder groups will approve the final plan. The stakeholder groups will then shift their focus from design and begin planning for the relocation and activation of operations within the new space. The consultant design team will then create the construction documents needed to obtain permits and for the contractor to provide final pricing and build the project.

Mr. Bicak noted the capacity and capability of the Outpatient Health Center (APEX) has been significantly enhanced through this process. The major changes include converting 64,000 square feet of administrative space included in the original 2019 design/build program into patient care space. The 42% increase in clinical space expands the number of exam rooms from 189 to 267 providing capacity for an additional 114,000 in-person clinic visits per year. The plan also includes 50% more oncology infusion bays than the original plan, and the number of procedure rooms has expanded from 1 to 11 providing greater capability and capacity for outpatient services. Revisions have been made to select exam, treatment, and patient toilets to accommodate persons of size. Designated provider and resident workspaces have also been developed. A receiving dock will be added to provide adequate support for this facility. With modifications to selected corridors, the building will comply with ambulatory occupancy code and will accommodate patient stretchers.

The 2024 Q1 priorities are as follows. Complete the design revision process for the Outpatient Health Center (APEX) and confirm the impact to the budget and schedule. Complete planning for the Conference Center in the Business Services Building and continue building upgrades and relocation of the support functions. Continue planning for the relocation of the Blood & Bone Marrow Transplant Unit in The Glick Center. Proceed with design for the next phase of Ambulatory Enabling Projects and prepare to issue bid request for construction work. Begin planning for campus open space concepts and future surface parking options.

Dr. Steed asked Mr. Bicak to briefly comment about the final location for physician offices not included in the original APEX design. Mr. Bicak confirmed space for these offices is a key element of the plan being developed for use of the legacy building. Dr. Steed also asked Mr. Bicak to comment on the re-envisioned concept for green space development on the main campus. Mr. Bicak stated the concept would involve the creation of a number of smaller green spaces around campus that would provide a variety of distinctive outdoor experiences. These "Pocket Parks" would be connected by pathways and a common landscape approach across the campus. The plan will also address patient/visitor access and parking needs. The immediate objectives for Campus Transformation are to finalize the schedules for Glick, the Outpatient Health Center,

The MetroHealth System Board of Trustees

and the Ambulatory Enabling Projects. Further development of the green space concept will continue through Q1 and Q2 of this year.

The goal for Campus Transformation 2.0 is to complete the project within a two-year timeframe setting the stage for the next iteration of the facilities master plan. That plan will be developed to respond to the strategic planning process occurring this year. Ms. Chappell asked about the critical path for the current project. The committee needs to understand when the final cost estimate information will be available. The approval for additional funding will go through Finance, but the committee needs to have a sense of the timelines. Mr. Bicap noted the critical path goes through the Outpatient Health Center project and based on completion of the concept design process, a better cost estimate and project timelines will be reviewed at the next Board meeting. Dr. Steed stated a significant portion of the cost change is accounted for in budgets set aside for the original Campus Transformation 1.0. The price change for the Outpatient Health Center (APEX) is because it is a different design than originally conceived. Funds were also set aside for demolition of the legacy buildings. Some amount could be reallocated however, the entire process needs to be consolidated and repackaged.

Ms. Chappell thanked Mr. Bicap for his detailed report, the outline of the priorities and the timelines that were provided.

Mr. Silvers asked if the total cost within the formulation, will go beyond the original forecast by large or small amounts. Dr. Steed informed Mr. Silvers that we are trying to put a figure to the total cost of the project from the original forecast amount. The project within Apex has been revised and there are many components that were not incorporated in the original body of work. There has been a significant shift in clinical services and taking away administrative services that was originally conceptualized, this being a completely different project. Mr. Hollings added the total dollar amount in terms of going back to capital markets is being considered. The market was not ready to accept us until the completion of Glick and rates have changed significantly since 2017. MetroHealth is now receptive to returning to the market and wants to know how taxpayer dollars will be spent and how we might finance the work going forward. Dr. Steed added that this plan will have a big return on investment.

III. Executive Session

Ms. Chappell stated that the next matters are topics that are hospital trade secrets as defined by ORC 1333.61 and asked for a motion to move into Executive Session to discuss these topics. Mr. Silvers made a motion to go into Executive Session which Dr. Walker seconded. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 1:30 pm.

The MetroHealth System Board of Trustees

Following Executive Session, the meeting reconvened in open session at 1:45 pm.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 1:45 pm.

Respectfully submitted,

James Bicak
Senior Vice President, Facilities, Construction and
Campus Transformation



MetroHealth

Campus Transformation 2.0 Update Facilities & Planning Committee April 24, 2024

James Bicak, AIA

SVP, Facilities, Construction & Campus Transformation



Campus Transformation Overview & Brief History

As early as 2014 MetroHealth, began planning for future development of its main campus including the construction of new facilities to provide a state-of-the-art the environment for providing exceptional patient care.

The following slides illustrate the status of planning in 2017 as the organization was preparing to embark on the design and construction of The Glick Center.

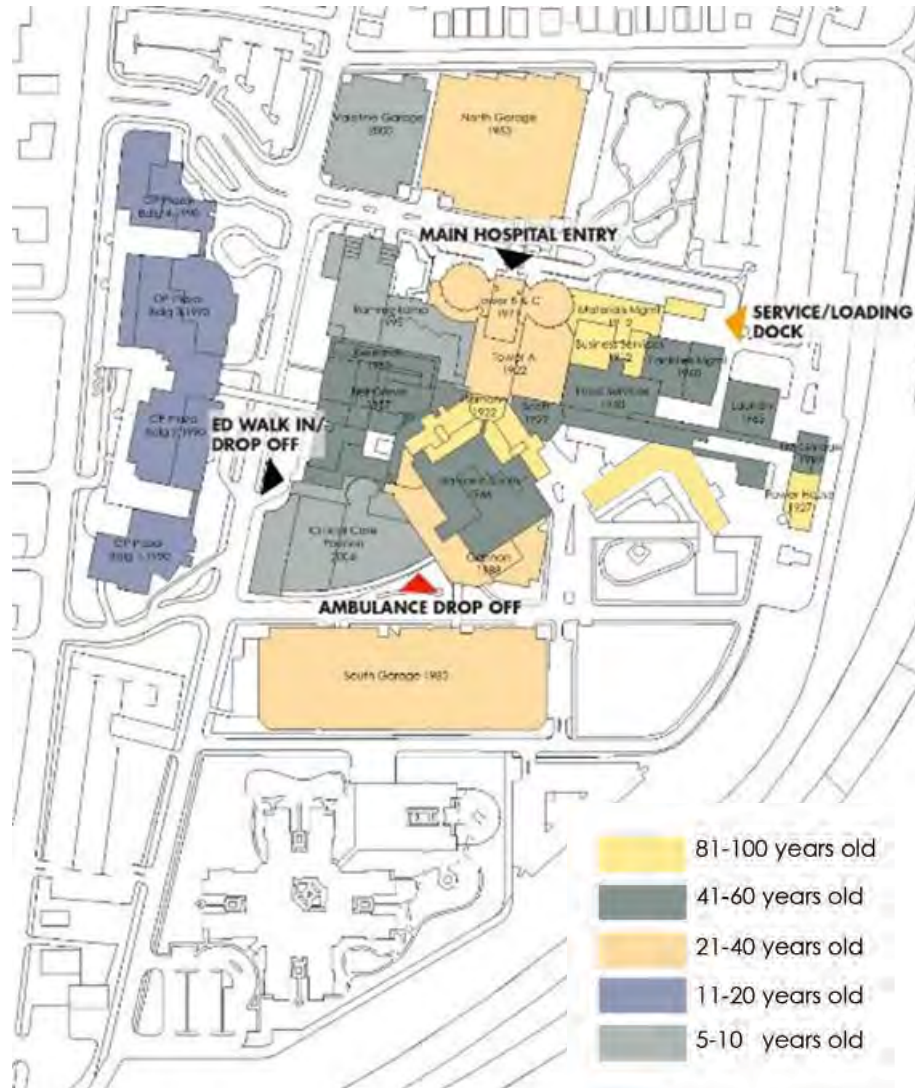


• MetroHealth System Transformation Charter (2014)

The MetroHealth Transformation will create an environment that supports MetroHealth's Mission of "leading the way to a healthier you and healthier community" by promoting Community Engagement and excellence in Care Delivery, Research and Education resulting in Improved Health and Wellness.

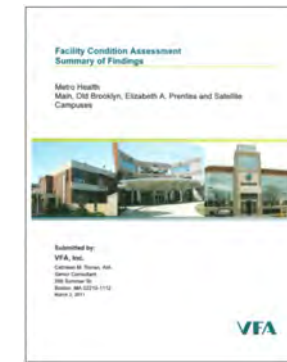


Aging Campus & Buildings Beyond Useful Life



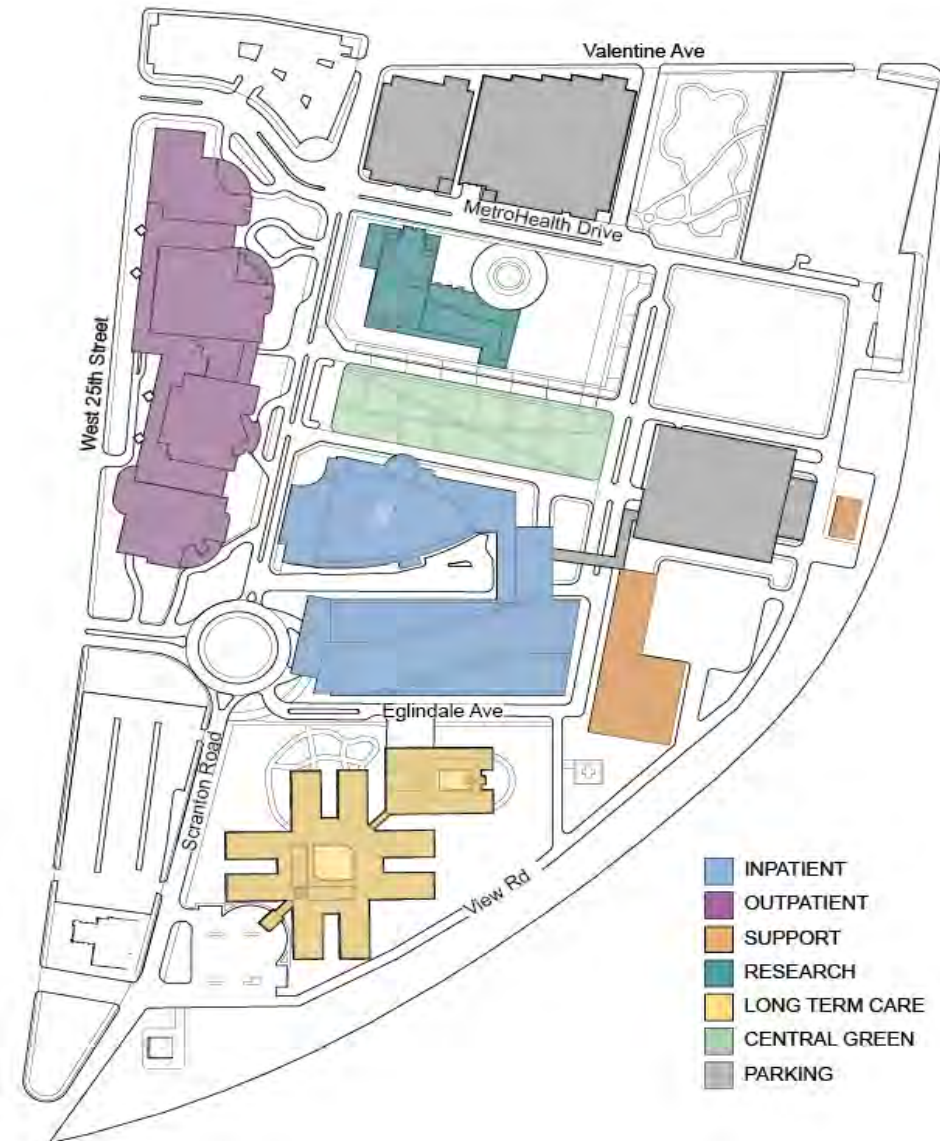
The Main Campus facilities vary widely in age and condition

“In the next 20 years MetroHealth requires: \$1.3 billion to address deferred maintenance and capital renewal needs.” (1)



(1) VFA, Inc. Facility Condition Assessment
Summary of findings, March 2, 2011

Major Distinct Areas (Inpatient / Outpatient / Research & Teaching)



The following departments will have primary space in an offsite location to support the MetroHealth System as a whole

- Materials Management
- Textile Care
- Laboratory
- Pharmacy
- Central Sterile Processing
- Non-Essential Administration

Transformation = Construction + Purpose

MetroHealth will be a hub for **HEALTH AND WELLNESS** in the community.

MetroHealth will provide **LEADERSHIP** in care excellence.

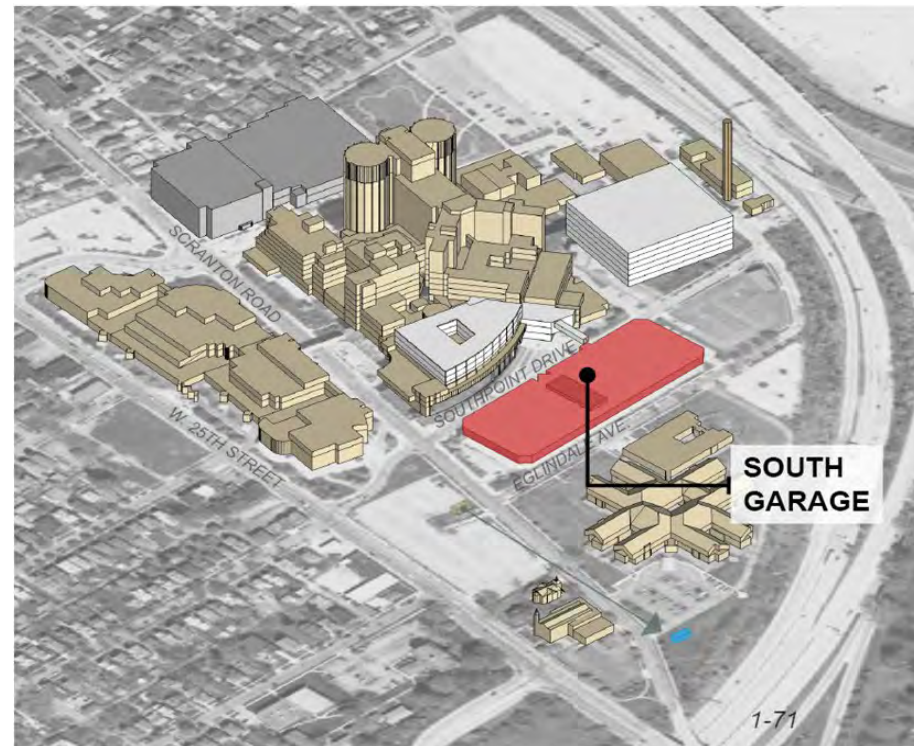
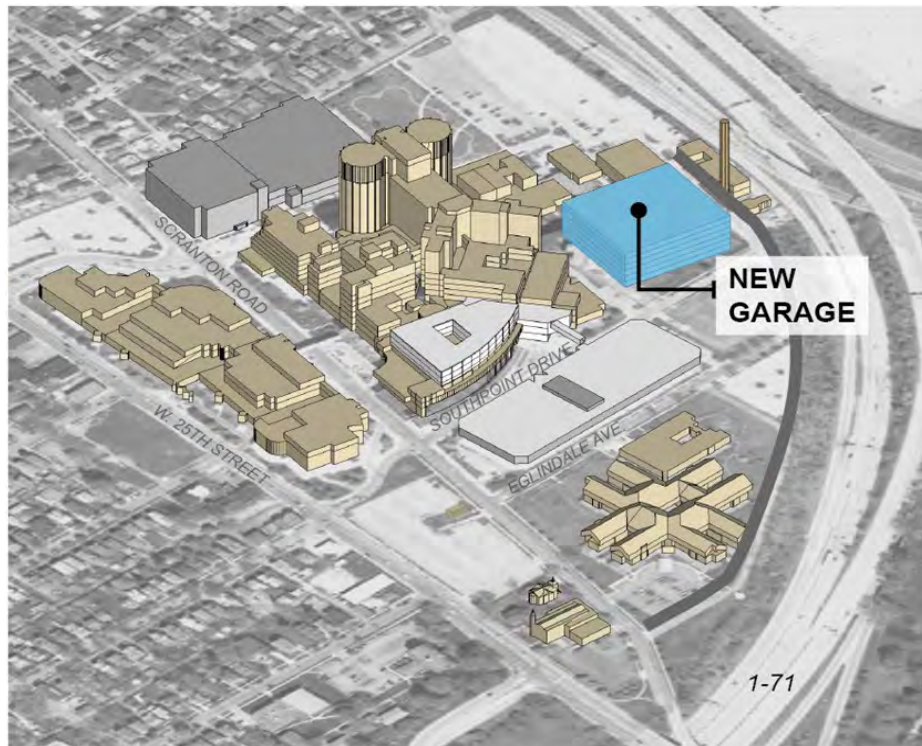
MetroHealth will become a high **RELIABILITY** organization with consistent care.

MetroHealth will build **CONNECTIVITY** through meaningful relationships with people throughout the campus, neighborhood, city, and county.

MetroHealth will focus on **EFFICIENCY** in all processes to better serve its patients and utilize its staff to seek continuous improvement.

Step #1: Build New Garage

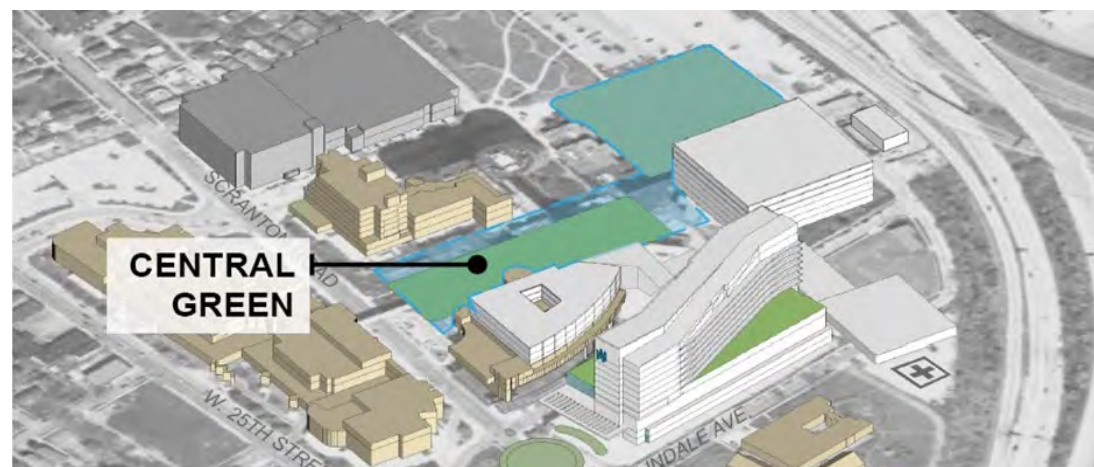
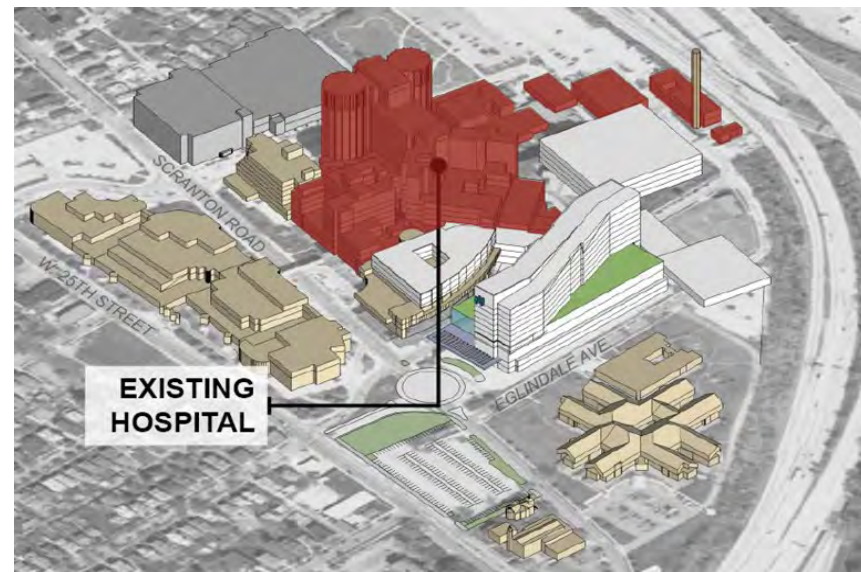
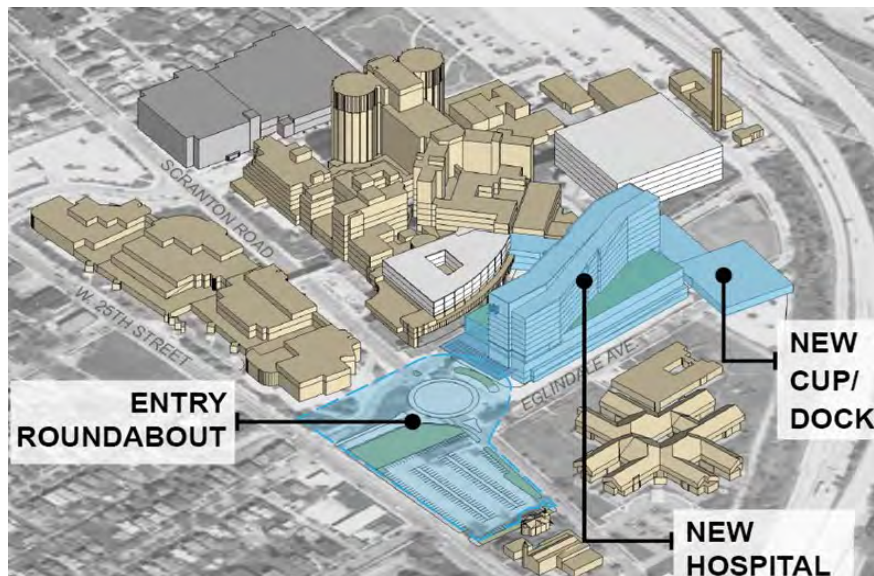
Step #2 Demo South Garage



Step #3: Build New Hospital

Step #4: Demo Existing Hospital

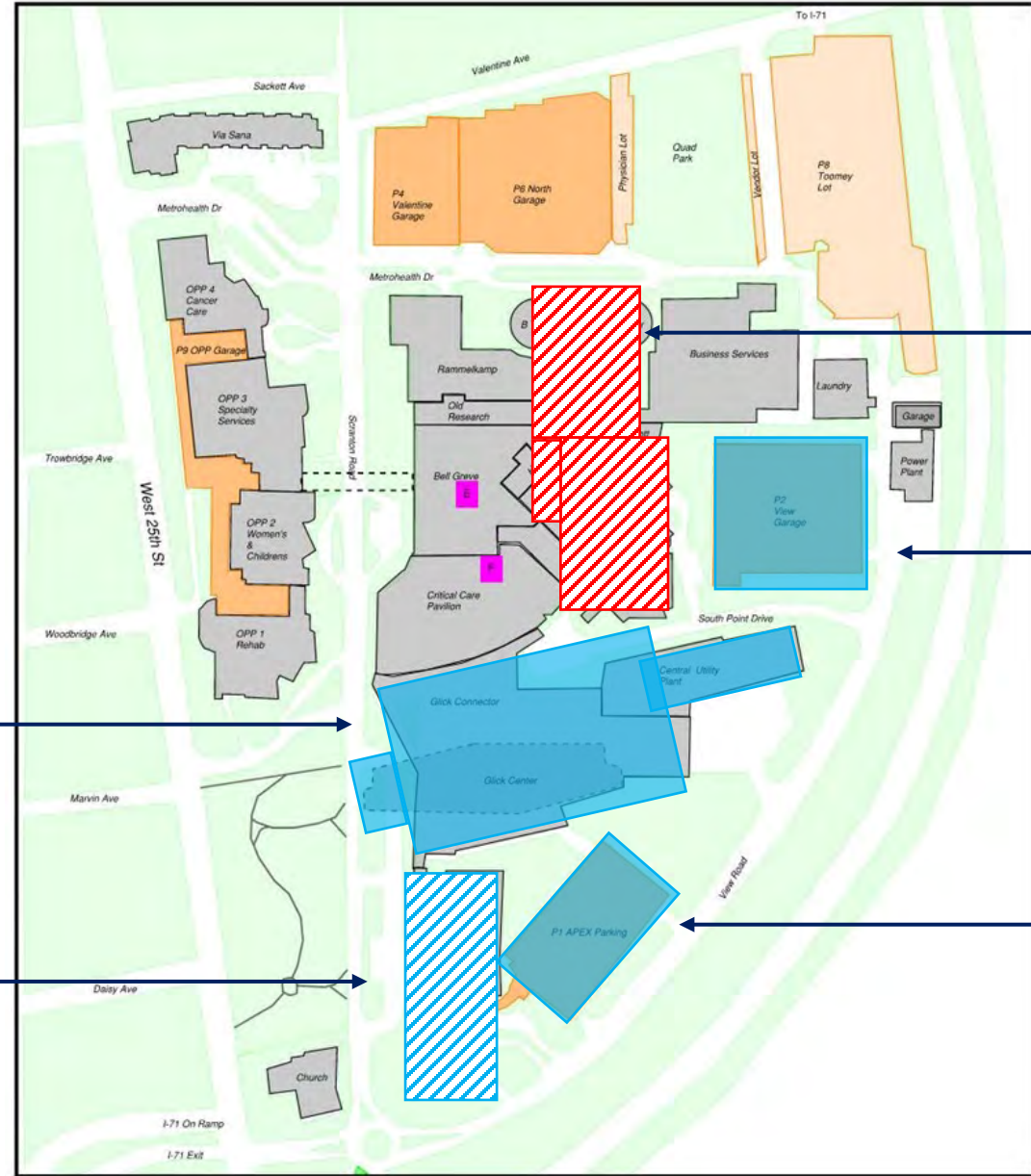
Step #5: Central Green Development



MetroHealth System Transformation Objectives

- Provide a long-term, sustainable, reliable, patient-centric, healing environment
- Most effective cost structure for modernization and operational sustainability (\$1.3 Billion to fix-in-place)
- Accommodate projected demand for services
- Accelerate operational efficiencies
- Improve patient safety
- Improve patient flow and staff productivity
- Capture energy efficiencies
- Meet new regulatory requirements
- Improve community access to facilities
- Incorporate new technology into care settings

MetroHealth Main Campus 2024



Buildings to be Demolished
Planning in Progress

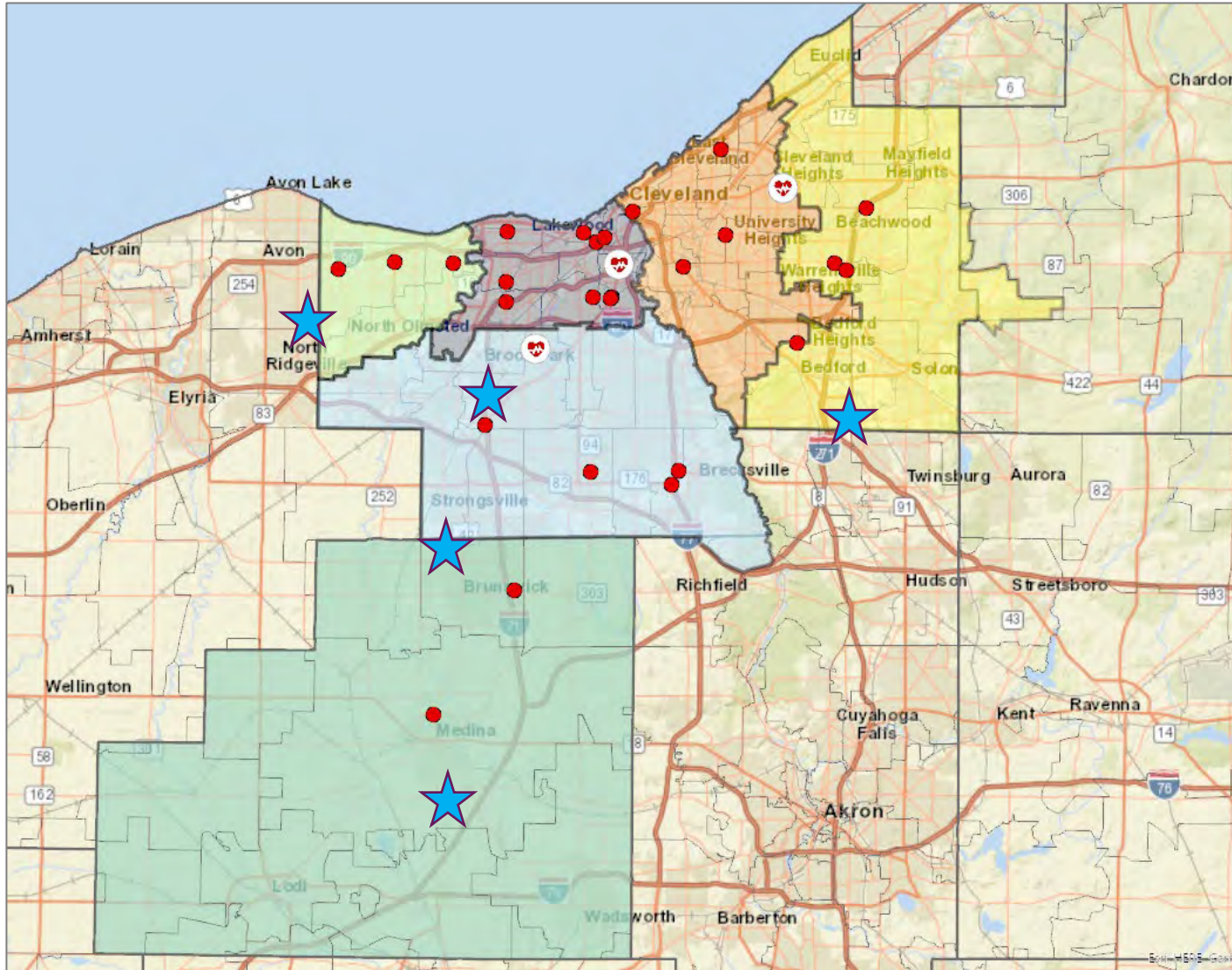
View Garage
Complete

The Glick Center
Complete

Apex Garage
Complete

Outpatient Health Center / APEX
Under Construction

MetroHealth Regional Service Areas and Locations



MH Map Sites

Region Site Sits In (group)	Site Name	
Far East	Alyson's Place	
	Beachwood	
	Bedford	
	Lyndhurst	
Far West	Rocky River	
	Westlake Crocker Park	
	YMCA Westshore	
Near East	Broadway	
	Buckeye	
	Chester Ave Recovery Rsc	
	City Mission Recovery Rsc	
	Cleveland Hts	
	J Glen Smith	
	Near West	Brooklyn
		Gordon Square
		Lakewood Recovery Rsc
		Main Campus
Ohio City		
Ohio City Dentistry		
Old Brooklyn		
Pearl Rd Recovery Rsc		
West 150th		
West Park		
South (Cuyahoga)	Brecksville	
	Broadview Hts	
	Middleburg Hts	
	North Royalton	
	Parma	
	Medina	
South (Medina County)	Brunswick	
	Medina	

Additional Sites

Lumina & Spry Senior - Solon
Lumina Mentor (off map)

Lumina Westlake

Spry Senior Strongsville
Spry Senior Brook Park

Lumina Medina

Campus Transformation T 2.0 - 2023

Initiatives in the process to review, assess & prioritize identified issues in the following areas:

- Modifications to The Glick Center to Improve Performance
- Re-Programming portions of the Outpatient Center to increase clinical capacity and
- Planning Revisions for System Wide services
- Identify Provider Workspace
- Corporate Administrative Workspace
- Research, Education & GME
- Community Engagement

Campus Transformation 2.0 - Objectives

- Maximize space in The Glick Center for clinical & education functions
- Maintain current Main Campus Outpatient Services and plan for growth on Campus
- Establish a new Space Model for Clinical and Non-clinical Administrative functions
- Designate Rammelkamp for Research & Academic functions
- Identify additional Ambulatory Enabling projects that align with the growth strategy
- Improve Patient, Visitor and Staff Parking on the Main Campus
- Identify the Legacy Buildings to be re-used, and those to be vacated and demolished

CT 2.0 - Major Initiatives

- **The Glick Center**
 - Base Contract Closeout
 - Blood and Bone Marrow Transplant Unit Project
- **Main Campus Legacy Buildings**
 - Preserve and Re-Use: Rammelkamp, Outpatient Pavilions, Business Services (K-M) Building and Bell Greve
 - Consolidate administrative functions into Business Services
 - Vacate the remaining buildings and plan for demolition
- **Parking and Campus Open Space**
 - Plan for additional surface parking and develop open space
- **Ambulatory Enabling Projects**
 - Projects executed and in progress at community site locations
- **Outpatient Health Center / APEX**
 - Program Verification / Revised Design
 - Loading Dock Addition
 - On-Going Construction

The Glick Center – Construction Contract Close-Out

- Base Contract & Warranty Work Complete
- Morgue Activation In-Progress
- Code Reviews
 - Access panels for duct cleaning Installed
 - Verify Duct Cleaning with Specialty Vendor In-Progress
- Final documentation and Pay Applications Q2 - 2024

The Glick Center - BMT Project

- **Relocation & Expansion of Blood & Bone Marrow Transplant Unit (BMT)**
 - Relocate the 9W Medicine Unit to 3E adding (the current location of the BMT Unit)
 - Revise 9W to create a Unit dedicated to BMT and Oncology patients
 - 19 Bed closed unit with required mechanical system upgrades , patient support areas and family space
 - Schematic Design completed by LaBella & Osborn Engineering
 - Design Development and Construction documents are in progress and scheduled to be complete
- **Renovation of Burn Unit (3E)**
 - Modest renovation to support the expansion of 4 beds to the existing Burn Unit.
 - Additional support & family space
 - Schematic Design to be developed

Parking and Campus Open Space

Interim Plan for Campus Parking

The plan implemented in December 2023 continues to meet all needs; the plan will continue in operation until the APEX project is complete

Parking & Open Space Planning Activities - Concept Development

- Evaluate Current Campus Open Space Conditions

- Determine Campus Parking Needs

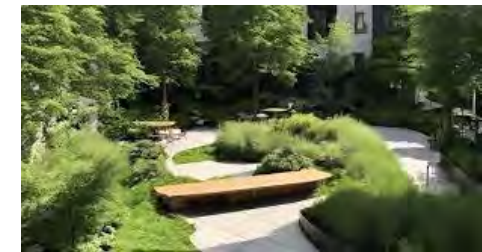
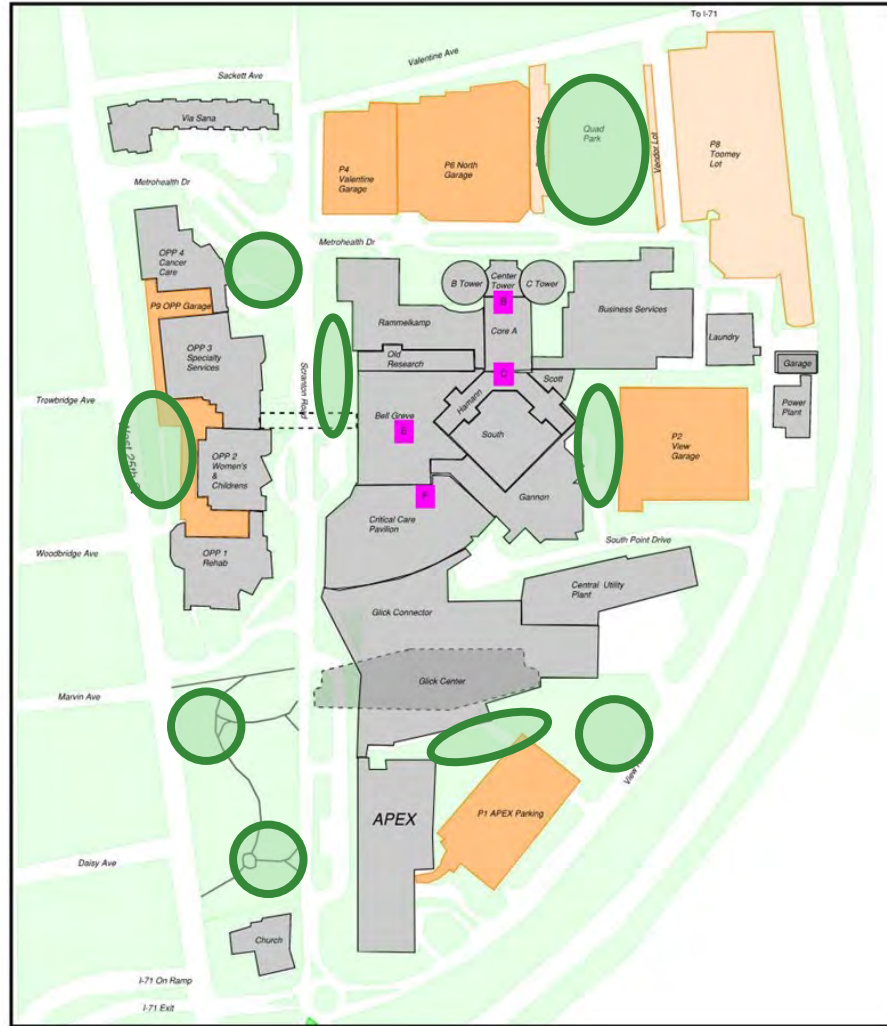
- Develop project scope and concept

- Develop plan for community engagement

- Prepare and RFQ and engage a lead planning & design consultant

Existing Green Space On Campus





Development Opportunities

Main Campus Legacy Buildings

- **Existing Facility Condition and Engineering Assessment**

The scope of work includes all MetroHealth facilities 5 years old and older

- Phase I: All buildings on the Main Campus – Draft Report due May 2024

- **Proposed Legacy Building Plan**

- Rammelkamp & Bell Greve - Research, Education & GME
- Business Services Building – Administration & Support Functions
- Existing Outpatient Pavilion – Administrative & Community-Facing Functions
- Buildings to be Vacated & Demolished:
 - Core A & Center Core
 - Tower B & Tower C
 - Laundry Building
 - Power Plant
 - Hamman, Gannon, South

The Glick Center 2024

Business Services (K&M) Building

Phase I

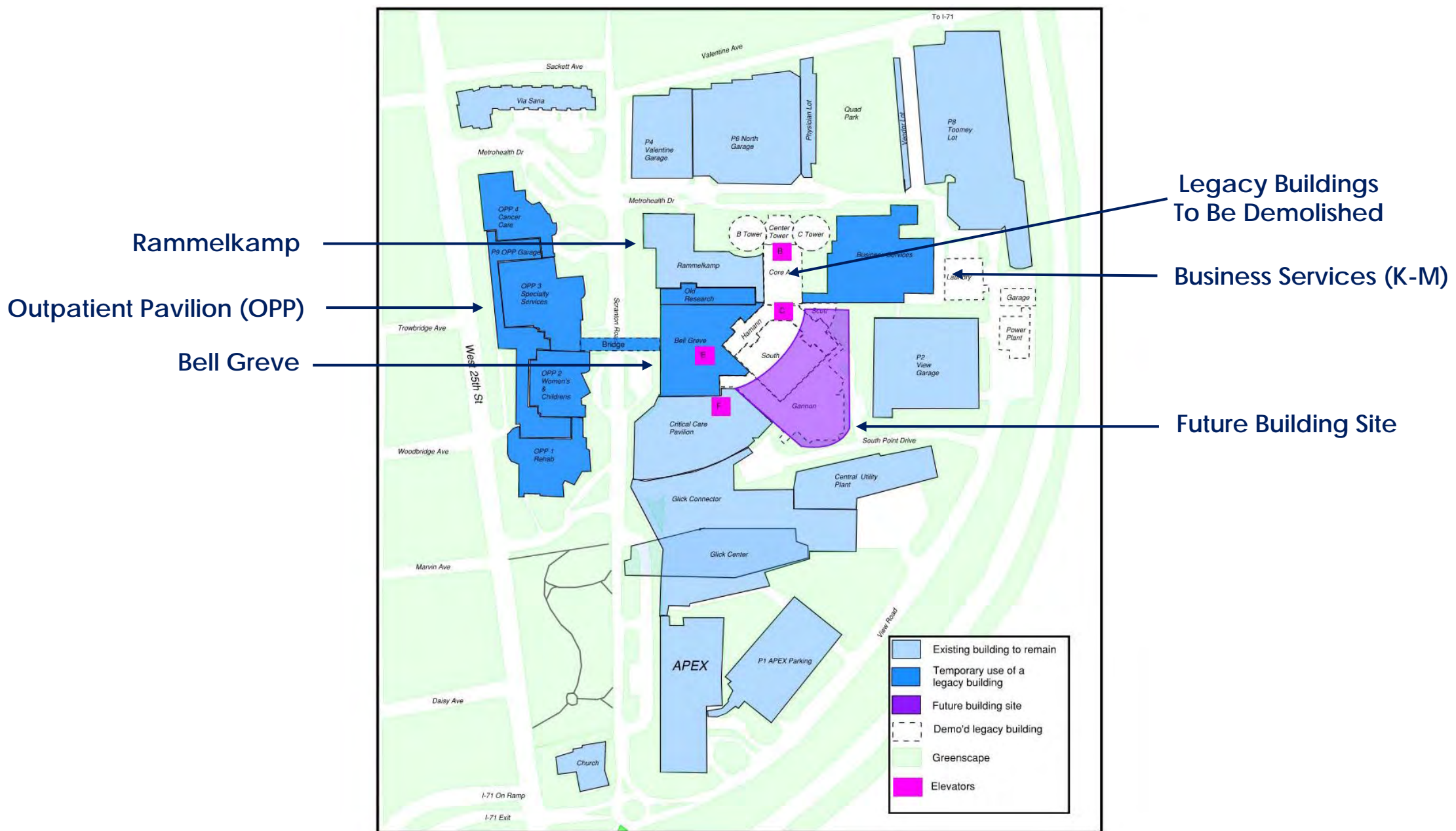
- Refurbishment of the Executive Administration office area is substantially complete.
- Furniture has been ordered; delivery to be scheduled
- Complete Video Conferencing equipment order

Phase II

- Town Hall Conference Center – Begin Planning and Design

Phase III

- Refurbish the remainder of the departments in the building



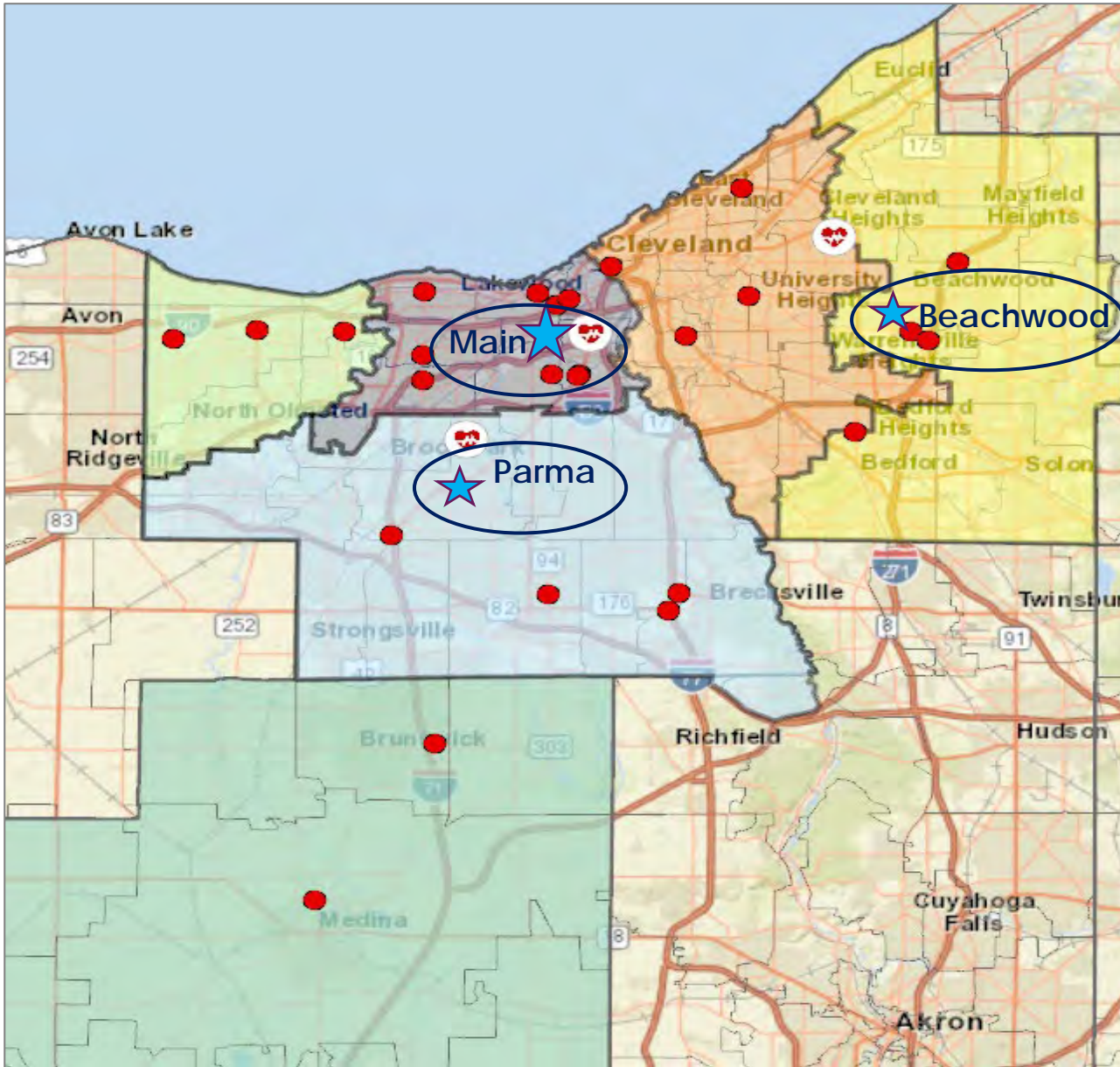
Ambulatory Enabling Projects 2.0 - 2024

- **Beachwood**

- Express Care and Radiology
 - Bid & contracting documents complete by June 2024
 - Anticipated completion end of September 2024
- Medical Specialties/Pain Management
 - Design Review under way
 - Anticipated completion 2nd Qtr. 2025

- **Parma**

- Heart & Vascular Clinic
 - Bid & contracting documents complete by June 2024
 - Anticipated completion 1st Qtr. 2025
- Pain Management
 - Design Development under way. Schedule TBD
- Breast Care Center
 - Schematic Design underway. Schedule TBD



Regional Map
Ambulatory Enabling Project Locations

Outpatient Health Center / APEX – Revised Design Process

Stakeholder Design Meetings

Program Review meetings were completed with all stakeholder groups at the end of January. A series of design meetings began in March.

Round 1: Week of March 4th

- Validation of space program requirement
- Review plan development with Stakeholder Groups

Round 2: Week of March 25th

- Review revised department plans and complete Plan Approval
- Preliminary review of equipment and casework

Round 3: Week of April 22nd

- Final plan review including: Casework, medical equipment, furniture, communications, lighting and power
- Completion of the Design Process

May 20th – Submit Drawings and System Narratives – Complete the Design Process

OUTPATIENT HEALTH CENTER (APEX)
 STACKING DIAGRAM
 As of 4/5/2024

		NORTH		SOUTH	
5		Pediatrics	Waiting Registration Elevators	Pediatric Behavioral Health Pediatric Rehab Therapy	Clinical Research Unit Theronostics
4		Internal Medicine	Waiting Registration Elevators	Medical Specialty Clinics	Medical Infusion Center
3		Surgical Specialties Vascular Blood Lab Pre-anesthesia Testing (PAT)	Waiting Registration Elevators	Imaging CAST Occupational Therapy	NMSK Clinics EEG/EMG
2	Bridge to Glick	Oral Surgery ENT	Waiting Registration Elevators	OB/GYN Clinic Uro/Gyn Clinic	Fetal Diagnostics Center
1		Medical Oncology & Infusion	Waiting Registration Elevators	Heart & Pulmonary FFT	Sleep Clinic DME Provider Lounge
G	Walkway to Glick	Radiation Oncology	Main Lobby Elevators Access to Garage	Blood Draw WIC Finance Customer Service Receiving	Breast Health Center Retail Pharmacy - 24/7 Drive thru

View Road

NORTH

SCRANTON ROAD

SOUTH



Rad Onc.

Welcome

WIC

Lab

Finance

Breast Center

Pharmacy

Ground Floor



First Floor



Second Floor



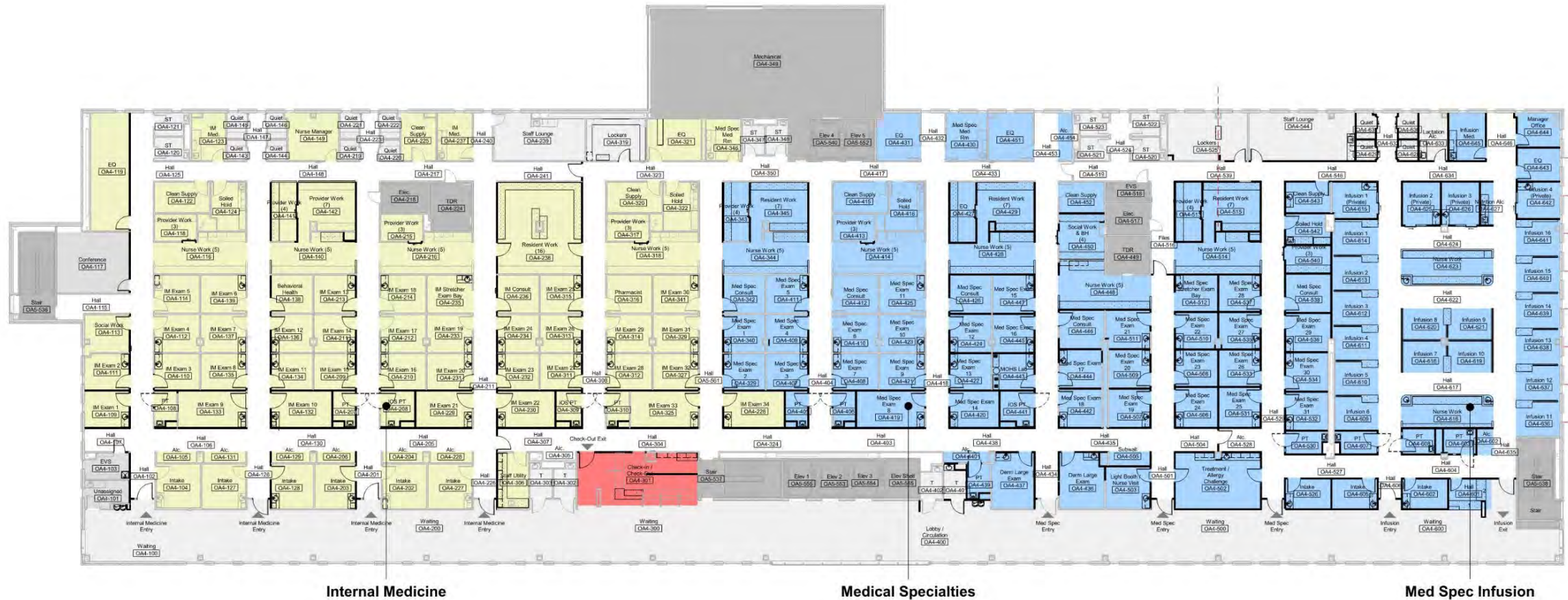
Surgical Specialties

Imaging

Cast / OT

NMSK

Third Floor



Internal Medicine

Medical Specialties

Med Spec Infusion

Fourth Floor



Fifth Floor

Outpatient Health Center / APEX – Significant Capabilities

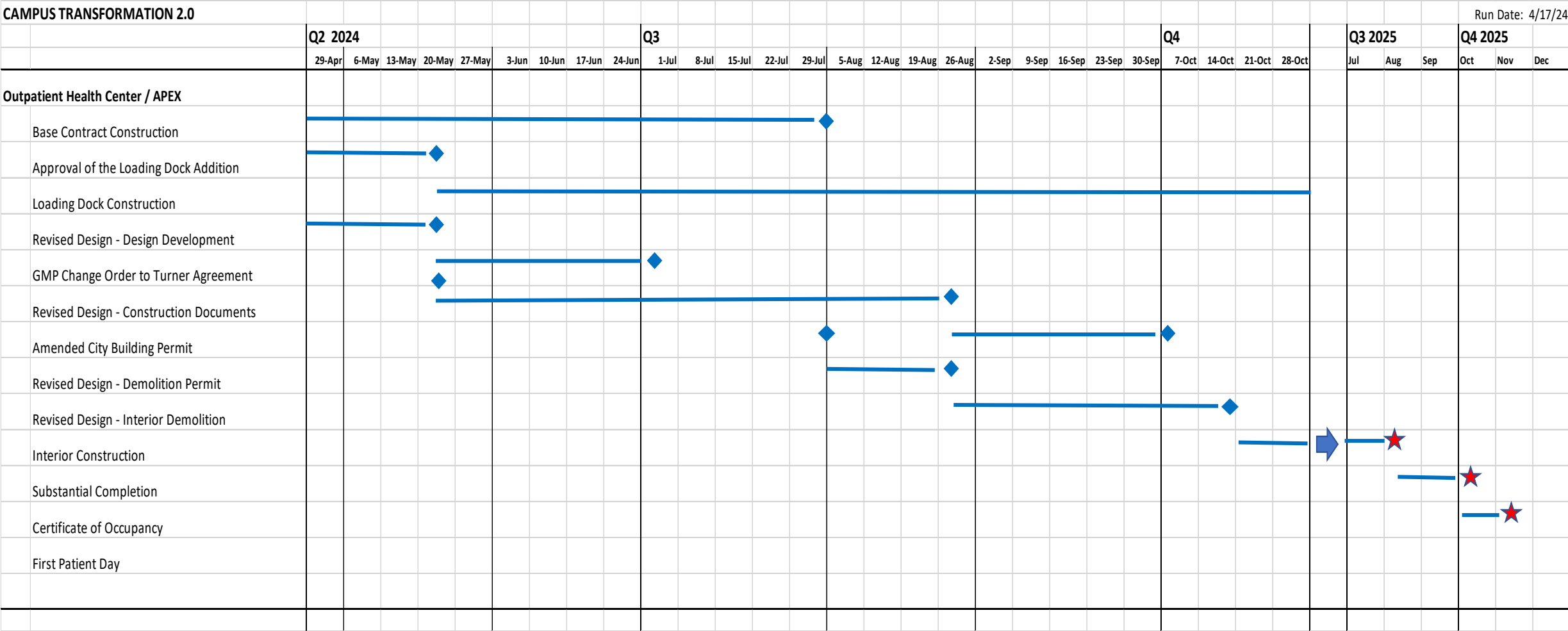
Expanded Capability from the Original 2019 Design/Build Program:

- Complies with Ambulatory Occupancy Codes to accommodate stretcher patients and allow greater capability for providing patient care procedures
- The facility originally included 1 procedure room; it now includes 11 procedure rooms which expands the services that can be provided
- Over 70 exam rooms were added which increases the capacity for patient
- Designated provider & resident work spaces have been developed for each clinical area
- Infusion bays for oncology and Blood & Bone Marrow Transplant have increased by 50%
- Revisions to select exam, treatment & patient toilets to accommodate Persons of Size
- A covered heated and cooled walk-way will connect the parking garage to the facility
- A receiving dock has been added provide fully functional building support services on site

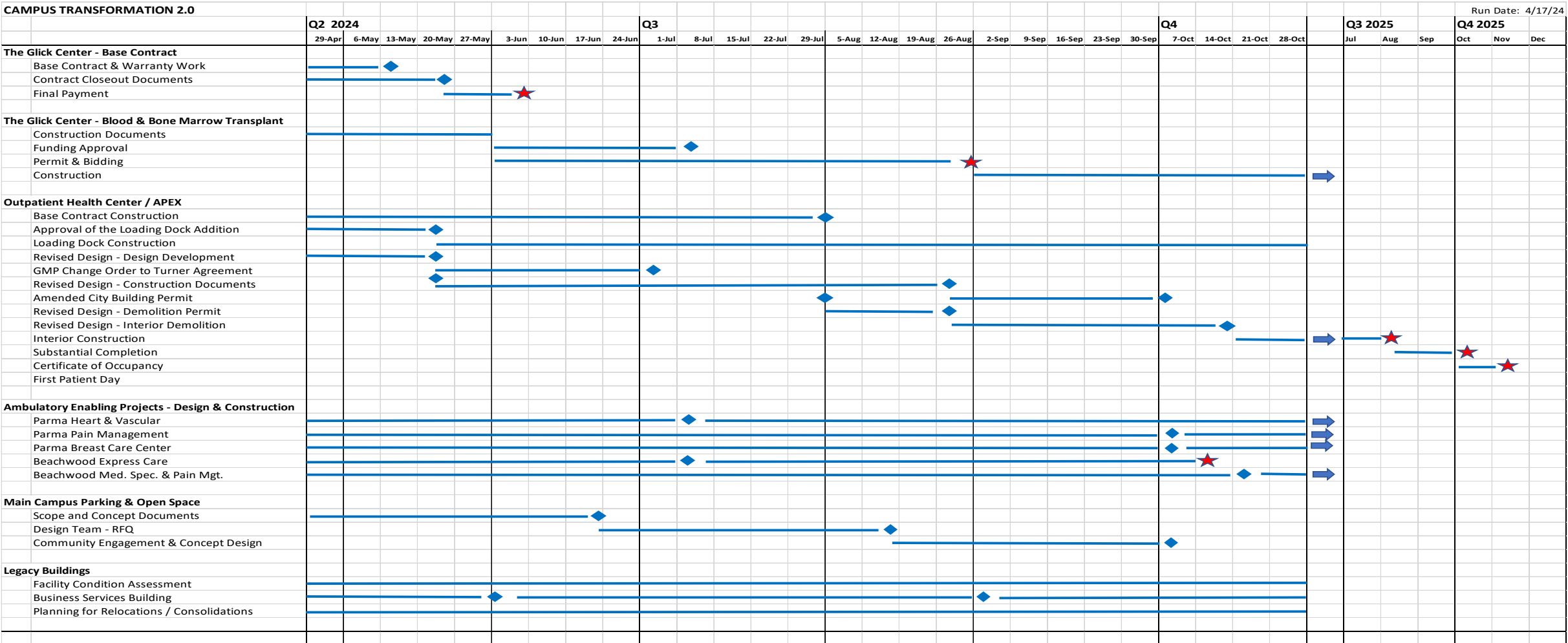
2024 Q2 & Q3 Priorities

- **The Glick Center – Modification Projects**
 - Complete Design of the BMT Unit and the Burn Unit
 - Confirm total project cost and timeframe for completion
- **Main Campus Legacy Buildings - Business Services Building**
 - Complete planning of the Town Hall Conference Center
 - Continue interior upgrades throughout the building
- **Campus Parking & Open Space**
 - Begin planning for future parking options and campus open space opportunities
- **Ambulatory Enabling Projects**
 - Continue design of the remaining AEP Projects and prepare to bid construction work
- **Outpatient Health Center (APEX):**
 - Complete the Revised Design Process
 - Confirm Project Cost to Complete and Schedule
 - Submit for Building Permit and Prepare to Begin Interior Construction

Campus Transformation 2.0 – Near Term Schedule



Campus Transformation 2.0 – Near Term Schedule



THANK YOU





MetroHealth

Facilities Management Update

Facilities & Planning Committee April 24, 2024

Karen Dethloff, VP System Facilities Operations & Management



Major FM Departmental Accomplishments

Initiated both a comprehensive facilities assessment and an elevator assessment

The FM team is undertaking or supporting various departmental relocation/expansion projects including:

- Discharge Lounge into Core

- Heart & Vascular into Bell Greve

- Adding automatic operators in the Burn Unit and OR waiting rooms

After many attempts working with the manufacturer, we have been successful at reducing the lighting levels in the Glick Center from 30% to 15% on third shift as requested by nursing

In addition, the FM team continues to work with the design and construction professionals to support design, to address open issues, or provide enhancement in both the Glick Center, Outpatient Health Center, and Behavioral Health Hospital buildings.

Major FM Staff Accomplishments

New Hires:

Facilities welcomed six new hires year to date, with another scheduled to start in May (Building engineman, 2 grounds staff, 2 maintenance mechanics, & Plumber)

Education:

Building Engineman attended locksmith training and became a certified locksmith

Promotions:

Two Maintenance Mechanics were promoted to Environmental Technicians
Another Maintenance Mechanic was promoted to Carpenter

An individual who started as a stock room attendant, became a lamper, was promoted to a maintenance mechanic, has now completed his apprentice program and is now a journeyman Electronics Technician

Presentations:

Karen Dethloff attended the AHA's Planning Design and Construction Conference and co-presented "What the Rules Don't Tell You About Being Prepared for an Emergency"

Staffing Information

Staffing Metrics 2024 Year-to-Date Status:

- 6 open positions – expect to fill one in May
 - Auto Mechanic
 - Compliance Supervisor
 - Maintenance Mechanics
 - Manager
 - Licensed Stationary Engineers
- Retirements expected in May, June and Dec.
- 6.5% vacancy rate
- 2.1 FTEs/week out on FMLA/WC

FM Capital Projects Initiated in 2024

67 Major & Minor Projects – valued at \$2,226,980

Facilities is on its way to submitting the most capital projects ever. To date, we have already exceeded half the volume we initiated in 2023.

In addition to the routine replacement of aged/failed pumps, motors and the like, these projects include upgrades to obsolete electrical infrastructure, and elevators, as well as minor improvements to existing buildings, such as adding automatic operators to doors.

To date this includes over \$321K for work in Legacy Buildings that were anticipated to be decommissioned by this time.

Monetary Grouping of Projects:

48 Minor cap (<\$25K) 17 Contingency (\$25 – \$100K) 2 Strategic (>\$100K)

FM Capital Projects Initiated in 2024

67 Major & Minor Projects – valued at \$2,226,980

- CCP Generator Upgrades
- Cleveland Heights Behavioral Health Emergency Dept. Renovations
- Elevator upgrades or parts replacement
- Automatic Door Operators
- Building Automation System Upgrades
- Rebuild of Chiller (HVAC) Equipment
- Replace cooling and heating coils
- Replace Fire Hydrants
- Water line, fire, and heat piping repairs
- Rebuild/replace valves
- Rebuild/replace various pumps, compressors, and motors

Recent FM Operating Spend 2022 – Q1 2024

Year	Diverse Spend	MBE Spend	WBE Spend
2022 - Amount	\$1,306,915	\$447,172	\$654,331
2022 - %age FM total	21.2%	7.3%	10.6%
2023 - Amount	\$1,807,035	\$874,961	\$752,686
2023 – %age FM total	24.4%	11.8%	10.2%
Q1 2024 - Amount	\$370,410	\$174,027	\$160,323
Q1 2024 - %age FM total	22.5%	10.6%	9.8%

Recent FM Capital & Operating Spend

Year	MBE Spend	WBE Spend	Total M&WBE/Yr.	Total/Yr.
2022 - CapEx	\$247,229	\$1,222,381	\$1,469,610	\$2,571,113
2022 - OpEx	\$447,172	\$654,331	\$1,101,503	
2023 - CapEx	\$198,044	\$1,541,426	\$1,739,470	\$3,367,117
2023 - OpEx	\$874,961	\$752,686	\$1,627,647	
Q1 2024 CapEx	\$1,850	\$285,463	\$287,313	\$621,663
Q1 2024 OpEx	\$174,027	\$160,323	\$334,350	
Total	\$1,943,283	\$4,646,610		\$6,559,893



**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM
FOR SELECTION OF PRE-AUTHORIZED PROFESSIONALS**

Recommendation

The Senior Vice President, Facilities, Construction and Campus Transformation recommends that The MetroHealth System approve certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of May 1, 2024, through May 30, 2025, with aggregate costs not to exceed \$50,000 per assigned project per Professional. The fees for the Pre-Authorized Professionals will be paid out of available and authorized operating and capital funds as needed. The list of Pre-Authorized Professionals is shown in the attached Exhibit A.

Background

MetroHealth's policy GEN-88 permits the annual selection and authorization of certain Pre-Authorized Professionals subject to project-based spending limits as approved by the Board of Trustees.

Eighty-three (83) Professionals responded to the System's publicly advertised Request for Qualifications ("RFQ"). Following review, all eighty-three (83) Professionals were determined to meet the prequalification requirements listed in the RFQ, and management recommends that the Professionals listed in Exhibit A be listed as Pre-Authorized Professionals.

Approval of Selection of Pre-Authorized Professionals

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for appointment of certain Pre-Authorized Professionals consistent with System policy GEN-88; and

WHEREAS, the Board's Facilities and Planning Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of May 1, 2024, through May 30, 2025, with aggregate costs not to exceed \$50,000 per assigned project per Professional. The fees for the Pre-Authorized Professionals will be paid out of available and authorized operating and capital funds as needed. The list of Pre-Authorized Professionals is shown in the attached Exhibit A.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer is hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

April 2024

Exhibit A

2024

PRE-AUTHORIZED QUALIFIED PROFESSIONAL SERVICE FIRMS

Architecture & Engineering	Diversity Codes*
+Detail	W
2BEngineering, LLC	W
ACER Environmental, Inc.	L
Advanced Engineering Consultants, Ltd.	M, S
Algebra AEC	L, M, S
Atlas Technical Consultants, LLC	
Avicado Construction Technology Services, LLC	
Barber & Hoffman, Inc.	S
Behnke Associates Inc. dba Behnke Landscape Architecture	S
Bialosky	
Bostwick Design Partnership	
Calvin Singleton & Associates	M, S
CBLH Design	S
City Architecture Inc.	S
Cosmos Technologies Inc.	M, S
CPL	
CTL Engineering, Inc.	M
DESMAN INC.	M
DLR Group	
DS Architecture, LLC	L, S
EA Group	S
ECS Midwest, LLC	
Environmental Design Group	S
Fulton & Associates Balance Company	
Geo-Sci, Inc.	S
Glaus, Pyle, Schomer, & DeHaven, dba GPD Group	
H.F. Lenz Co.	
Hasenstab Architects, Inc.	
HGA	
HOK	
HSB Architects + Engineers	S
IKM Architecture	
IMEG Consultants Corp	
JPT Architects, P.C.	W
Karpinski Engineering	S
LaBella Associates, P.C.	

Architecture & Engineering (continued)

Diversity Codes*

levelHEADS, Inc.	
Life Safety Enterprises Inc.	L, W
Mass Technologies LLC	M
McHenry & Associates, Inc.	
Moody Nolan	M
NV5 Consultants, Inc.	
Perspectus Architecture	
PIONEER ECO SOLUTIONS, LLC	
PRIME AE Group Inc.	
Professional Service Industries, Inc. (Intertek PSI)	
PTA Engineering, Inc.	
R. K. Levitz LLC	L, M, S
R.E Warner & Associates, Inc.	S
Refrigeration Sales Corporation	
Richard L. Bowen & Associates, Inc.	S
Robert P. Madison International	L, M, S, W
Scheeser Buckley Mayfield	S
Schmid Architects, Inc.	
Sixmo Companies	
Ubiquitous Design LTD	M, S
Van Auken Akins Architects LLC	L, S
Walker Consultants	

Specialty Services

Diversity Codes*

ADVANCED ROOFING SYSTEMS, INC.	
Bernard R Doyle Inc DBA FASTSIGNS # 221601	L, S, W
Blue Ridge Solutions	
Construction Resources, Inc.	
Construction Support Solutions, LLC	W
Glass Services of Northeast Ohio, Inc.	
Hill International, Inc.	
Infinity Construction Company, Inc.	
Jensen Hughes, Inc.	
Konsentriks LLC	L, R, S, W
M.W. Holmes Construction, Inc.	L, W
Next Generation construction LLC	L, M, S
Osborn Engineering	
Ozanne Construction Company, Inc.	L, M
Panzica Construction	
PCS & Estimate, LLC	

Specialty Services (continued)

Diversity Codes*

Regency Construction Services, Inc.	L, W
Relocation Specialists, Inc.	S, W
Richards Communications	
RL Hill Management, Inc.	M, S
Shook Construction	
SUNRAY WINDOW FILMS, LLC.	L, M, R, W
Technical Assurance, Inc.	L
The Whiting-Turner Contracting Company	L
Town Center Construction, LLC.	L

***MHS Recognized Diversity Reporting Certifications**

- G** LGBTBE: LGBT owned Business Enterprise
- L** LBE: Local Business Enterprise (Local Headquarters)
- M** MBE: Minority Business Enterprise
- R** RBE: Regional Market Enterprise
- S** SBE: Small Business Enterprise
- DV** SDVBE: Small Disabled Veteran Business Enterprise
- V** VBE: Veteran Business Enterprise
- W** WBE: Women's Business Enterprise