



# The MetroHealth System

## Board of Trustees

Monday, November 20, 2023

3:00 - 5:00 pm

The MetroHealth System K-107 or via Zoom

Facilities and Planning Committee

Regular Meeting

# The MetroHealth System Board of Trustees

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## FACILITIES & PLANNING COMMITTEE

**DATE:** Monday, November 20, 2023

**TIME:** 3:00 pm – 5:00 pm

**PLACE:** The MetroHealth System K-107 Board Room/via Zoom  
<https://us02web.zoom.us/j/88046727101>

## AGENDA

- I. **Approval of Minutes**  
Minutes of the October 4, 2023, special meeting of Facilities & Planning Committee
  
- II. **Information Items**
  - A. Campus Transformation Status – Jim Bicak, SVP, Facilities, Construction and Campus Transformation
  
- III. **Executive Session**

# The MetroHealth System Board of Trustees

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## FACILITIES AND PLANNING COMMITTEE

October 4, 2023

3:00-5:00 p.m.

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

### Meeting Minutes

Committee Members Present: Ms. Chappell-R, Dr. Walker-R, Ms. Whiting-R

Other Trustees Present: Mr. Corlett-R

Staff: Staff: Dr. Steed-I, Mr. Bicak-I, Ms. Black-I, Dr. Blinkhorn-I, Dr. Chehade-R, Ms. Dethloff-I, Mr. Fiser-R, Mr. Frolic-I, Ms. Hayes-I, Mr. Hollings-R, Dr. Olusegun-I, Dr. Evans-R, Dr. Lewis-I, Ms. Rajki-I, Mr. Rentschler-I, Ms. Watson-R, Mr. Zucca-I

Guests: Stephanie Tantillo-R, Matt Blondell-R, Suzanne Boutros-R

Ms. Chappell called the meeting to order at 3:00 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 May 24, 2023 Facilities and Planning Committee meeting were approved as submitted.

#### **II. Information Items**

Ms. Chappell introduced Mr. Jim Bicak, the new SVP of Facilities, Construction and Campus Transformation. Ms. Chappell noted that she has had the opportunity to meet with Mr. Bicak prior to this meeting and she looks forward to working with him.

Mr. Bicak introduced himself to the Board Committee members and provided some background on his experience. Mr. Bicak is an architect and has spent the majority of his career in leadership roles for healthcare organizations. He has been

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responsible for planning and design of a number of healthcare projects as well as the management of facilities operations. He is excited to be a part of the MetroHealth team.

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

Mr. Bicak presented an overview of the Campus Transformation (CT) 2.0. The presentation included a review of the CT 2.0 goals established in the spring of 2023 after the arrival of Dr. Steed and discussion began about the direction for the next phase Campus Transformation. These included maximizing clinical space in Glick, maintaining outpatient services on campus, designating Rammelkamp for research and academics, improving access to parking, assessing potential use of Legacy Buildings and planning for growth. Listening Sessions were held through the spring to engage users, physicians and all staff as part of the process to obtain information needed to move to the next phase.

The Campus Transformation 2.0 Listening Sessions were completed June 29, 2023. The major themes included: the need for clarity in the strategic assumptions, planning for programs and services currently lacking in Glick and potentially lacking in Apex, the lack of private provider/resident workspace in Apex and confusion regarding the use of shared space, adequate space to support education and adequate space to accommodate future growth.

Working Groups were engaged to review, assess and prioritize the issues at the Main Campus and at system-wide inpatient and outpatient areas. In addition, administrative space for providers and general administrative workspace are needed. Research, Education and GME in all locations are to be addressed as well as Community Engagement. Ms. Chappell asked how operations would be improved, and Mr. Bicak noted that adequate teaching and workspace in the clinical would more efficiently use the time of those responsible for teaching as well as clinical activities.

The status of The Glick Center was reviewed as base contract work is nearing completion. Follow-up projects to improve operations are being developed. Planning is in progress to move the Blood Marrow Transplant Unit and Oncology Unit to the 9th Floor to separate it from the adjacent Burn Unit on the 3rd Floor. Medicine Beds would move from the 9th Floor to the 3rd Floor to enable this change.

Business services functions, including the executive suite currently on the 2<sup>nd</sup> floor of The Glick Center, will move to the Business Services (K&M) Building. A multi-functional conference center will be developed and additional administrative support spaces would also be included here. Ms. Chappell asked if only the 2<sup>nd</sup> floor

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of The Glick Center would be affected, and Mr. Bicak responded that while the 2<sup>nd</sup> floor is the immediate program to be relocated other programs may also be considered. The intention is to improve the functionality of Glick.

Mr. Bicak provided an update on progress of the Outpatient Health Center, also referred to as APEX. Following the Listening Sessions, several design modifications have been evaluated to improve the building capability. The code classification change from Medical Office Building to Ambulatory Care Facility would allow a broader range of services to be provided. In addition administrative functions can be relocated to Legacy Buildings and additional clinical space can be added. Dr. Steed noted that the code classification change optimizes the financial position of the organization, as well. In addition to the clinical modifications, Mr. Bicak noted that an integral loading dock needs to be added to support the building. Ms. Chappell asked if an architectural firm had been engaged to develop these options. Mr. Bicak stated the architect engaged for the original design is also developing the options. Dr. Steed noted the firm has been a significant part of the project and their continued involvement makes this an efficient process.

Mr. Bicak discussed the status of Ambulatory Enabling Projects (AEP) occurring at off-campus sites. Projects have been completed at Brooklyn Heights, Middleburg Heights, Beachwood and Parma consisting of renovations, remodeling and refresh work. The AEP projects at Beachwood and Parma facilities are undergoing program validation.

Mr. Bicak gave an update on Interim and Long Term options for improving parking on Main Campus. Since the Outpatient Health Center is still a construction site and will be for some time, the adjacent APEX Garage (P1) has not been able to be utilized as planned. Patients and staff are unable to access the facility. As an interim plan, an entry to Glick through the cafeteria, located close to the APEX garage will be developed. Staff parking will be re-aligned to better utilize this garage, and the Valentine garage at the north end of campus will be reserved for patient and visitor parking. The shuttle service will be modified to assist patients in arriving at their appropriate entry to the campus. Ms. Chappell noted a person using a wheelchair will struggle to cross the street and navigate the sidewalks from Valentine. Dr. Steed added that customer experience is being incorporated into all of the plans. These changes should be able to be activated within the next several weeks. Ms. Chappell noted we should have a timeline for addressing parking challenges. Dr. Steed stressed that communication needs to be an integral part of this plan.

Once the Outpatient Health Center is complete, utilization of the Apex garage can be revised to include patients and visitors as well as staff who work in the facility. The Valentine Garage would also be used for staff and visitors, and the View Garage would be for staff use. Dr. Steed stated a surface lot along Scranton that would

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assist with the valet parking or immediate access is also a component of the Long Term Parking Plan. Ms. Whiting asked if there is a plan to reach out to the neighborhood stakeholders with respect to developing the surface lot and addressing the issue of the “Hospital in a Park” concept, Dr. Steed responded that there will be surveys and focus groups developed to engage the communities. Greg Zucca, Director of Community Transformation and Real Estate will lead responsibility in this effort. He will also continue maintaining our relationship with local government elected officials, including Councilwoman Santana. During this process examples of open space development at other healthcare campus will be identified.

Mr. Bicak discussed utilization of some of the Legacy Buildings to support the goals of the organization. There are a number of functions not located in the new buildings that need to remain on campus. An RFQ has been prepared seeking profession expertise to assess the condition and viability of the legacy buildings that include the electrical, ventilation, plumbing and elevators. Ms. Chappell stated that a timeline will need to be established for moving forward with recommendations to be present to the board. Mr. Bicak will have a timeline drafted for the next Committee meeting.

Mr. Bicak reviewed the next steps for Campus Transformation 2.0 over the next six months. These include: Implementation of the Interim Parking Plan, continued planning for program modifications in Glick, engaging user groups in the program validation and design revision process with the Outpatient Health Center, continued work on consolidation of campus functions in the legacy buildings, and plan for associated renovations and demolition. Dr. Steed affirmed that a timeline schedule is needed to guide the process and inform the Committee.

Ms. Whiting asked Mr. Bicak to describe some of the design revisions that may be necessary for the Outpatient Health Center. Mr. Bicak noted some corridors need to be widened to meet Ambulatory Care codes, additional air handling capacity to support additional procedure rooms, removal of general office areas and the inclusion of more clinical space. Dr. Lewis stated that patient care on main campus needs to be enhanced to broaden our footprint and to assure flexibility for future growth.

Dr. Ishmael related that even though certain legacy buildings may not be in use, the buildings need to be maintained, clean and serviced. Comprehensive cost considerations play a part in the implementation of any recommendations to re-use, demolish or build new.

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Dr. Evans, Senior Advisor to the CEO, asked if the architect for these revisions is the same as that used for the original design. Mr. Bicak clarified the architect for Glick is different from the firm used for design of the Outpatient Health Center.

Mr. Bicak and Dr. Lewis talked about the opportunity to open a part of the Outpatient Health Center as an early phase before the project is fully complete. The objective would be to open the drive-thru pharmacy quickly. In addition, oncology, radiation oncology and the bridge to The Glick Center could also be included in this phase. This concept will be developed further.

## ***Transformation Projects Construction Cost Review – Stephanie Tantillo, RSM***

Stephanie Tantillo and Matt Blondell, from RSM presented the Transformation Project Construction Cost Review. RSM presented the number and dollar amount of invoices they have reviewed during the period of May 1, 2023 to August 30, 2023. Included was the amount paid to date to each construction contractor and consultant. RSM provided an update on the status of interim audit findings, including the results of interim audit procedures performed on the Transformation Project, Behavioral Health Project, Apex Project and the Ambulatory Enabling Project (AEP). Through these processes RSM was able to report and recover \$690,000 for stored materials inappropriately invoiced and another \$289,000 for incorrect subcontractor default insurance billing errors. RSM is now preparing for closeout of the contract for The Glick Center. It has reviewed billings on a monthly basis and has evaluated costs based on reasonableness and contract compliance. RSM will incorporate all its findings into a final closeout review of the project, which it is estimating to be performed by Q1 of 2024, based on the final completion and final billing coming from the construction company.

## ***Facilities and Planning, Design & Construction Update – Karen Dethloff, Vice President Facilities and Construction***

Ms. Dethloff presented an update and answered the committee members' questions regarding Facilities Management major accomplishments since May. Facilities Management worked with the design and construction professionals to address open issues or provide enhancements in both the Glick Center and Behavioral Health buildings including: adding sink splash guards, relocating hand sanitizers, and patching and painting damaged walls. In addition, Facilities Management supported replacement of five electrical breakers that required the coordination of multiple planned power shut-downs. Employee parking spaces were added at the church next to the Cleveland Heights Medical Center, and the team oversaw the refurbishment of the Valentine Garage to prepare for use by visitors. Also, the team had a successful Joint Commission Extension Survey June 21-23 with only two minor findings cited that were both corrected while the surveyors were on site. Ms.

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Dethloff provided a list of several staff accomplishments and staffing metrics, along with a list of Facilities Management capital projects that were initiated in 2023.

### III. **Executive Session**

Ms. Chappell asked for a motion to move into Executive Session to discuss hospital trade secrets kept confidential by law as defined by ORC 1333.61. Dr. Walker made a motion which Ms. Whiting seconded, to go into executive session. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 4:16 pm.

Following Executive Session, the meeting reconvened in open session at 5:00 pm.

### IV. **Other**

#### ***Review of Draft Updated Committee Charter – Inajo Chappell***

Ms. Chappell presented the draft of the Facilities and Planning Committee Charter. All Board Committees are going through the process of reviewing their charters for any needed updates. Ms. Rajki reviewed the details of the draft charter with the committee members. After discussion the committee members agreed the updated, draft charter was acceptable and that it will then move on for consideration by the Governance Committee.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 5:05 pm.

Respectfully submitted,

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





# MetroHealth

Campus Transformation 2.0 Update

Facilities & Planning Committee November 20, 2023

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James Bicak, AIA

SVP, Facilities, Construction & Campus Transformation



# 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
  - Program Modification Projects
- **Outpatient Health Center / APEX**
  - Complete Program Revisions
  - Add a Loading Dock
- **Ambulatory Enabling Projects**
  - Complete Planned Projects
- **Main Campus Legacy Buildings**
  - Administration and Support Function Consolidation
  - Research, Education & GME
  - Demolition of Vacated Buildings

### **Parking and Campus Open Space**

- Interim Parking Plan
- Long Term Parking Plan
- Community Engagement

# Happy 1 Year Anniversary



The Glick Center

Happy 1 Year Anniversary



Cleveland Heights Behavioral Health Hospital

# The Glick Center - Updates

- **Construction Contract Closeout**
  - Activation of CP1 Perioperative/Anesthesia Support – COMPLETE October 23<sup>rd</sup>
  - Activation of the Helipad – COMPLETE November 14<sup>th</sup>
  - Activation of the Morgue – To Be complete in December
  - Receipt of final documentation and Final Payment projected for mid-January
- **Modification Projects**
  - Design for relocation of the Bone Marrow Transplant & Oncology Unit from the 3<sup>rd</sup> Floor to the 9<sup>th</sup> Floor Glick – Planned to Complete in February 2024
  - Medicine beds will relocate from 9<sup>th</sup> Floor to the 3<sup>rd</sup> Floor. The semi-private rooms in this locations will increase the capacity of the service
- **Business Services (K&M) Building**
  - Relocate the Executive Suite from Glick to the K&M Buildings along with other administrative functions -
  - Space vacated in Glick will provide capacity for additional clinical programs, space for teaching and for Graduate Medical Education (GME) needs

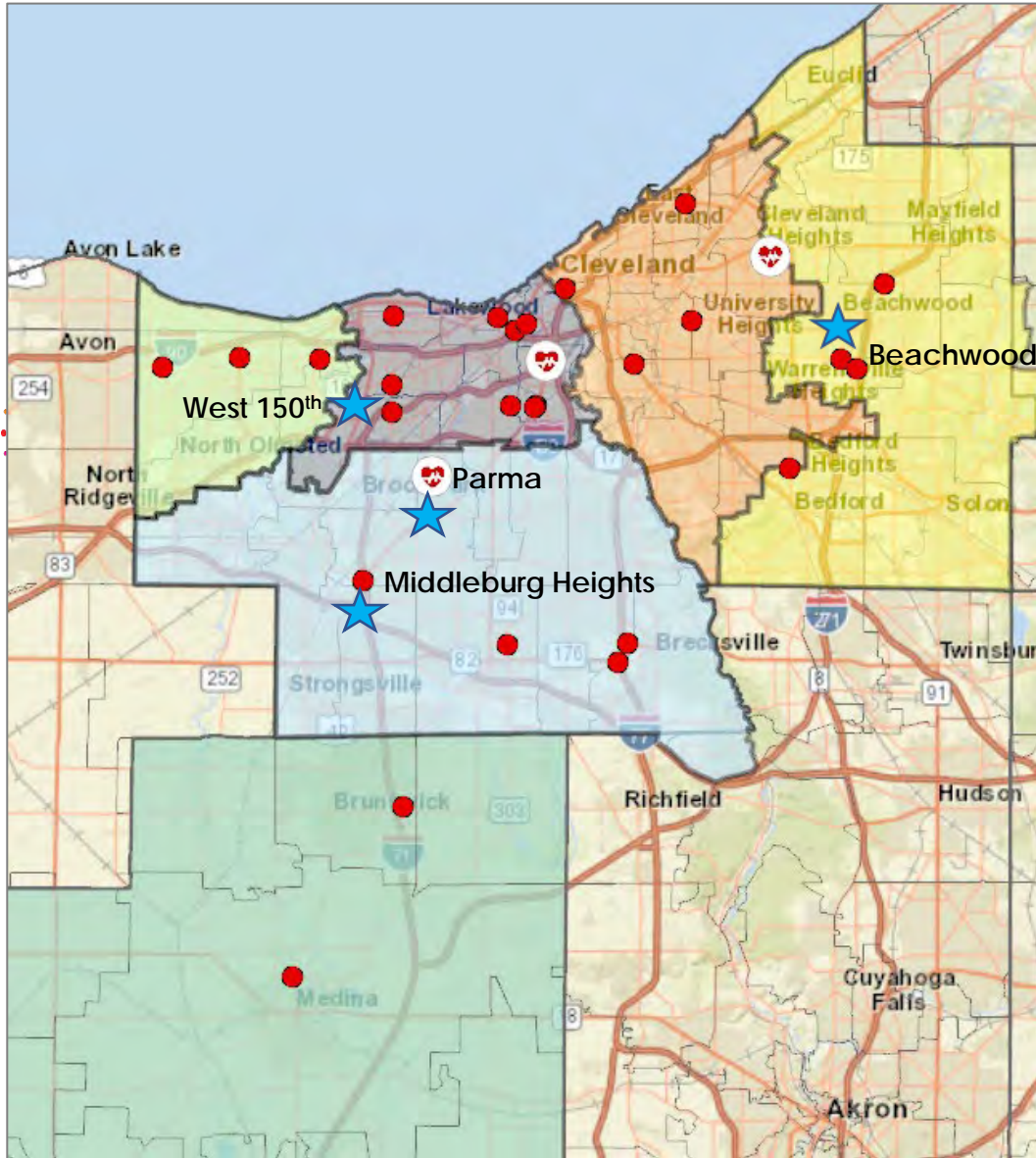
# Outpatient Health Center (APEX) - Update

- **Clinical Program Validation and Design Modifications**
  - Meetings with all departments to validate program changes began in early November and will be complete by the end of December
  - Projected Patient Volumes & Procedure Types are being validated during this process
  - Potential modifications to Building Infrastructure Systems will be determined during the validation reviews
- **Loading Dock Addition & Covered Walkway to Garage P1**
  - Design for these additions has been prepared; options to reduce cost and save construction time are being evaluated
- **Base Contract Construction Activities**
  - Exterior Enclosure will continue through December
  - Building Heating, Cooling Ventilation Systems are being started to provide building conditioning through the winter

# Ambulatory Enabling Projects – Updates

- **Renovation Projects Completing in 2023 – Q4**
  - Parma Surgical Clinic 1 – October 6<sup>th</sup>
  - Parma Cardiac Rehab (relocation from Main) – November 29<sup>th</sup>
  - Parma OB/GYN & Pediatrics Clinic – December 8<sup>th</sup>
  
- **Projects In-Progress – To be Completed in Q1 of 2024**
  - Parma Primary Care & Medical Specialties Clinic
  - Parma Heart & Vascular Clinic
  - Parma Pain Management
  - Parma Breast Center
  - Beachwood Express Care
  - Beachwood Pain Clinic & Medical Specialties
  
- **Business planning is in progress for additional Ambulatory Care opportunities; following this process additional capital projects will be developed in Q1 of 2024.**

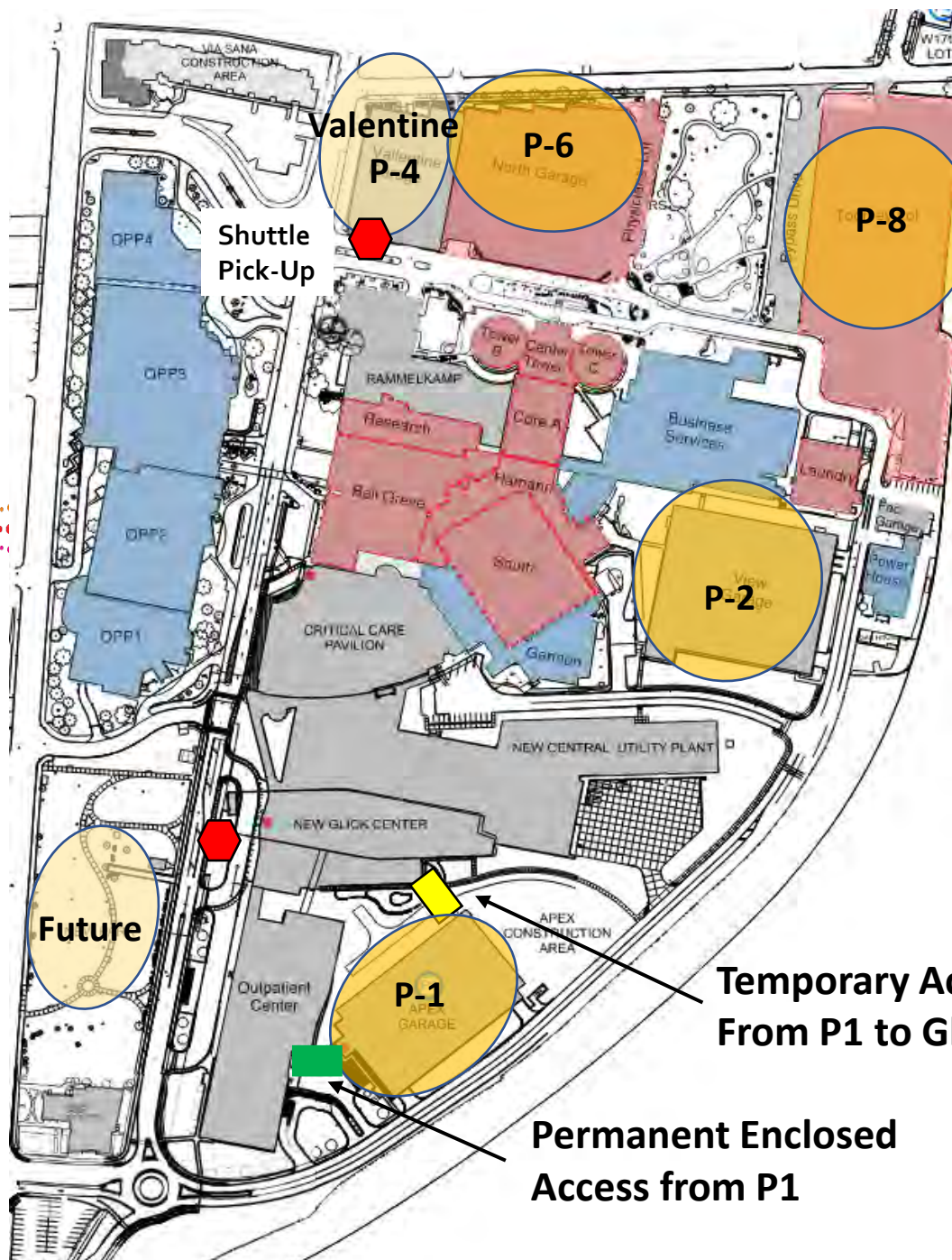




**Regional Map**  
AEP Project Locations

## Parking – Interim Improvement Plan

- Parking Assignment Revisions and Modified Shuttle Services
  - Relocation of Patient/Visitor Parking to Valentine Garage (P4)
  - Shift of employee parking to View Garage (P2) and the Apex Garage (P1)
  - Temporary Employee access from the Apex Garage will be opened through the Glick Cafeteria
  - Shuttle Service Operations will be modified for Patient and Visitor Services
  - Install Enhanced Signage (Patient Drop-off, Main Entrance, Valet)
  - Target Start Date: December 11<sup>th</sup>



 Staff Parking

 Patient/Visitor Parking

# Campus Map

## Interim Parking Plan

**Permanent Enclosed Access from P1**

**Temporary Access From P1 to Glick**

## Parking – Long Term Plan

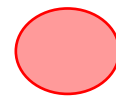
- Construction of the enclosed connection between the APEX Garage (P1) and the Outpatient Health Center (OHC) to be complete in in the summer of 2024, and will be opened in conjunction with the 1<sup>st</sup> floor of the OHC
- The process for development of a campus open space plan to address community and MetroHealth needs, including surface parking along Scranton for patients and visitors adjacent to the entries to Glick and the OHC, will begin in Q1 of 2024

# Legacy Buildings

- **Existing Facility Condition and Engineering Assessment**
  - Proposals have been received and reviewed; a qualified firm has been selected and execution of the contract is in progress
- **Propose Legacy Building Plan**
  - Rammelkamp & Bell Greve - Research, Education & GME
  - Business Services Building – Administration & Support Functions
  - Existing Outpatient Pavilion – Administrative and Support Functions
  - Buildings to be Vacated & Demolished:
    - Core A & Center Core
    - Tower B & Tower C
    - Hamann, South & Gannon
    - Power Plant



**Buildings Proposed to be Retained & Re-Used**



**Buildings Proposed to be Vacated & Demolished**

# Campus Map

## Legacy Buildings



## 2023 Q4 Priorities

- **Glick Center & Critical Care Pavilion**
  - Complete remaining corrective work and close out the construction contract
- **Outpatient Health Center (APEX):**
  - Complete design review of all proposed program revisions with department representatives
  - Identify funding required to complete the expanded scope
  - Authorize construction of the Loading Dock & Walkway
- **Ambulatory Enabling Projects**

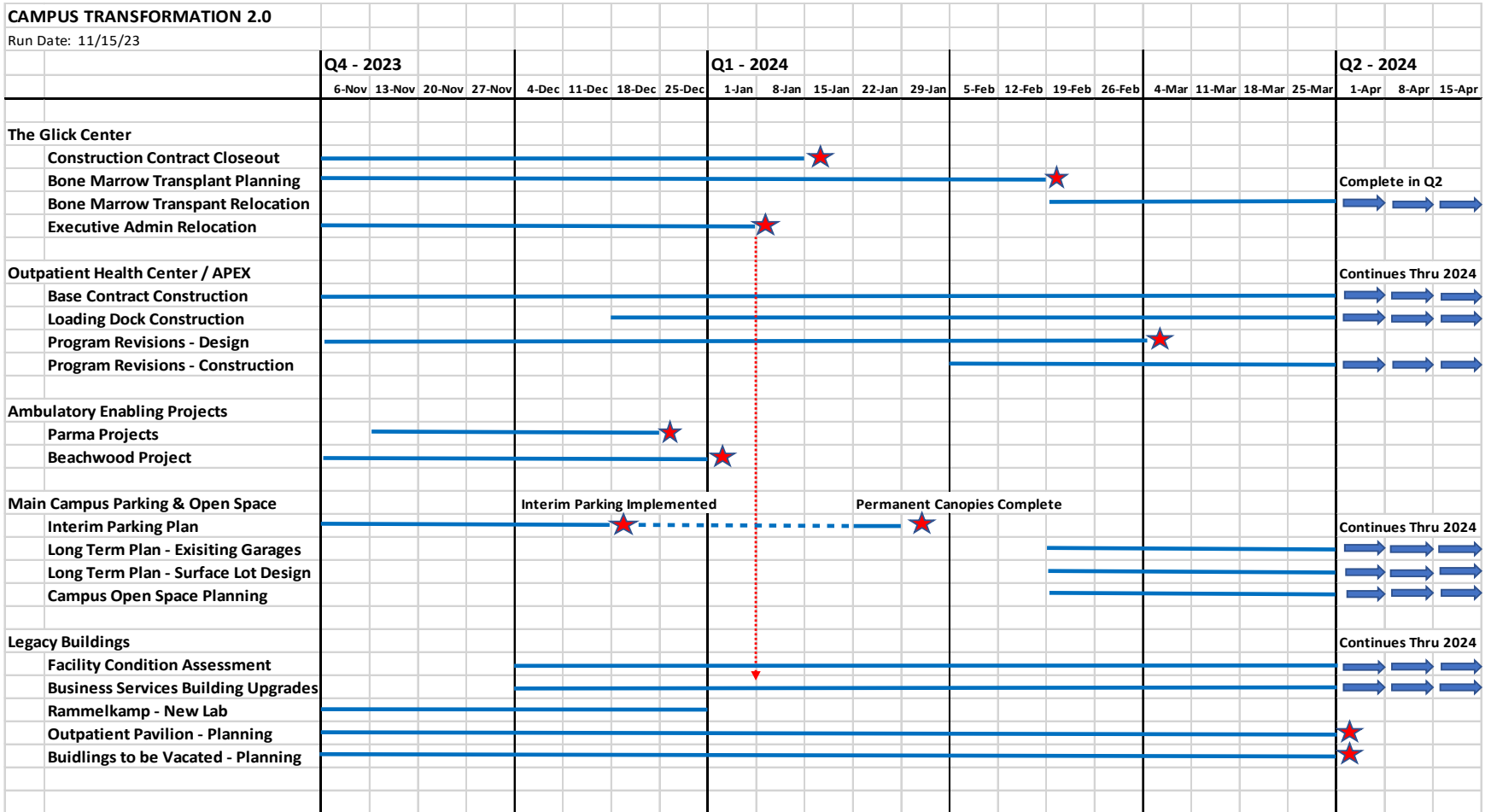
Complete the Projects remaining at Parma and Beachwood
- **Campus Parking**
  - Implement Interim Parking changes to improve Visitor and Staff access
- **Legacy Buildings - Business Services Building**
  - Implement Refresh Plan and relocate Executive Administration

## 2024 Q1 Priorities

- **Outpatient Health Center (APEX):**
  - Complete design of approved scope revisions
  - Begin construction of the scope revisions
  - Continue construction of the Loading Dock addition
- **Business Services Building**
  - Complete development of the Conference Center
  - Continue building upgrades and relocation of support functions
- **The Glick Center – Modification Projects**
  - Complete Planning of the Bone Marrow Transplant unit
- **Ambulatory Enabling Projects**
  - Begin Planning the next phase of projects
- **Campus Parking**
  - Begin planning for Surface Parking Options and Campus Open Space Opportunities



# Campus Transformation 2.0 – Near Term Schedule





**MetroHealth**

