

The MetroHealth System Board of Trustees

FACILITIES AND PLANNING COMMITTEE

April 24, 2024

12:00-1:30 p.m.

The Brooklyn Heights Campus, Building B or Zoom

Meeting Minutes

Committee Members Present: Harry Walker, M.D.-I, Inajo Chappell-V, John Moss-I, Maureen Dee-I

Staff: Aricia Steed, Ed.D.-I, James Bicak-I, John Chae, M.D.-R, Nabil Chehade, M.D.-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.-I, Sonja Rajki-I, Dalph Watson-I, Adam Winston-I, Tamiyka Rose-I, Greg Zucca-I, Victoria Bowser-I

Guests: Suzanne Aral-Boutros-R, Steven Litt-R

Dr. Walker called the meeting to order at 12:00 p.m., in accordance with Section 339.02(K) of the Ohio Revised Code. Dr. Walker 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.)

Dr. Walker welcomed everyone noting he has the pleasure of taking over as chairman of this committee, and thanked Ms. Chappell for her time chairing the committee. Chairman Walker recognized Ms. Rajki as she will be leaving MetroHealth, and this will be her last board meeting. Ms. Rajki has been with MetroHealth for 12 years and has been involved with many successful programs and developments, including medical partnerships. The Board wishes her well.

I. Approval of Minutes

The minutes of the January 24, 2024, Facilities and Planning Committee meeting were approved as submitted.

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II. Information Items

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

Mr. Bicak provided a status report on the Campus Transformation 2.0 initiatives. The presentation began with a brief overview of the history of the Campus Transformation starting with the goals of the program as identified in 2014. Renovation of and upgrades to existing facilities were initially considered, and the cost at the time was estimated to be about \$1.3 billion. Rather than reinvest in aging facilities, the decision was made to pursue development of new facilities. In 2017 work began on the design of a new inpatient care facility. The Glick Center for inpatient care was designed to provide a therapeutic environment that was durable, dependable, sustainable, and patient-centered. To meet the expected demand for future services, the facility design addresses increased operational efficiency, improved patient flow and safety, new regulatory criteria, energy efficiency, modern technologies for care, and improved accessibility for the community.

Planning for outpatient care facilities began in 2019 and included selected renovations at community-based locations, known as Ambulatory Enabling Projects, as well as development of the new Apex Outpatient Health Center on Main Campus. The plan intended to reduce the outpatient footprint on Main Campus to be commensurate with the local community demand and to increase the capacity and capability in the community-based locations to meet the demand for services projected in those areas. Once all projects were completed, the older existing Legacy buildings on campus would be vacated and demolished. Following completion of The Glick Center in late 2022, and during construction of the Outpatient Health Center in 2023, the objectives of Campus Transformation initiative were reviewed, evaluated, and updated. The result of that effort became a revised iteration of the plan described as the Campus Transformation 2.0, or CT 2.0.

The updated objectives include the following: maximize The Glick Center's space for clinical and educational functions, retain existing outpatient services offered at Main Campus and continue to grow them, identify additional Ambulatory Enabling Projects that align with the growth strategy, create a new space model for clinical and non-clinical administrative functions; retain Rammelkamp for research and academic functions, and enhance patient, visitor, and staff parking on the main campus. Through this effort, many of the existing legacy buildings will be vacated and demolished.

Dr. Steed asked Mr. Bicak to speak briefly about community engagement. Mr. Bicak replied that a formal engagement process has not yet begun, although we are planning to bring in many community constituents, elected officials, and city department officials to reconceptualize a plan for the exterior of the main campus and the

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community locations. Mr. Bicak stated that the recent focus of work has been on re-design of the Apex Outpatient Health Center. The completion of that project is the first step toward achieving the remaining goals of CT 2.0. The capacity and capability of Apex were reconsidered, and the building has been replanned with updated annual patient visit projections. The revised design significantly increases the capacity and capability of the facility. Ms. Chappell inquired about the schedule for community participation and how it might affect prospective timelines. Dr. Steed said this will be consistent with our strategic planning approach that involves community input. We are now in the process of selecting and engaging our strategic planning partner which will inform campus master facility planning. We expect the selection to be complete in May.

Mr. Bicak then provided an update on the CT 2.0 major initiatives. The Glick Center base contract closeout is planned to occur Q2 2024. The project for relocation of the Blood and Bone Marrow Transplant (BMT) Unit in The Glick Center is nearing design completion. The BMT will move the 9th Floor West Unit, and the medical beds on 9 West will move to 3 East. The BMT and Oncology unit will have family space, patient support features, and updated mechanical systems. In addition, minor modifications are planned for the Burn Unit on 3E to support the expansion of four beds along with additional support and family space.

Mr. Bicak provided an update on the revised design process for the APEX Outpatient Health Center. Program review meetings with all stakeholder groups were completed at the end of January. The basis for design is the planned outpatient visits on Main Campus incorporated in the 2024 budget with projected growth over the next ten years. A series of three design meetings began in March to update the medical planning for the facility to achieve greater capacity and to incorporate the additional procedures not included in the original design. The design meetings concluded on April 22nd and addressed revisions to space planning, casework, medical equipment, furniture, communications, lighting, and power. The design team will prepare updated drawings and system narratives by May 20th, completing the design process and allowing the contractor to update the project estimate. Ms. Chappell inquired as to when we would be able to determine the cost of the newly redesigned APEX. In response, Mr. Hollings said, "We are still working on the financial timeline for the project's total cost, and financing options will be covered in greater detail at a special meeting."

Mr. Bicak noted the capacity and capability of the APEX Outpatient Health Center has been significantly expanded from the original 2019 design/build program. The facility will now comply with Ambulatory Occupancy codes allowing the addition of ten procedure rooms. The number of infusion bays for oncology and blood and bone marrow transplants has been increased by 50%. Modifications to the exam rooms, treatment rooms, and patient restrooms provide accommodation for persons of size. Provider and resident workspaces will be incorporated into each clinical area. A heated and air-

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conditioned covered walkway will link the parking garage to the building, and an adjacent receiving dock was added to provide on-site building support services.

Mr. Bicak then provided an update on the Ambulatory Enabling Projects. Bidding documents for Beachwood Express Care and Radiology are expected to be completed by June 2024, with a construction start date in September. The design review for Medical Specialties and Pain Management is currently underway with project completion planned for Q2 2025. Bid and contract documents for the Parma Heart & Vascular Clinic are due by June 2024 with completion planned in Q1 2025. The Parma Pain Management design and Breast Center design are currently in development.

The temporary parking plan, which was implemented in December 2023, continues to work, and will remain in effect until the APEX Outpatient Health Center is complete. The next step in identifying concepts to address permanent parking options and development open space on Main Campus involves assessing current conditions, including existing open spaces, and determining future parking requirements. The goal of the campus open space and parking plan is to create more usable open space and convenient parking for patients and visitors. Ms. Chappell requested an update on the status of models for the green space. Mr. Bicak responded noting the Campus Transformation office is working to engage a design consultant that can assist in developing concepts and defining a plan for community involvement. Dr. Steed also mentioned that she recently had a brief meeting with Brian Zimmerman, CEO of Metroparks, and he is fully committed to properly integrating the MetroHealth park concept into our vision, which is part of our strategic planning process. Ms. Dee also requested that we consider the noise level for these types of community gatherings to avoid being too close to patient rooms.

Mr. Bicak provided an update on the status of the Legacy buildings. The current analysis indicates Bell Greve, Rammelkamp, the Outpatient Pavilions, and the Business Services (K-M) Buildings will be preserved, repurposed, and upgraded to meet the space demand on Main Campus. The existing buildings that will be vacated and demolished, are Core A, Center Core, Tower B, Tower C, Laundry Building, Hamann, South, Gannon, and the Original Power Plant.

Mr. Bicak provided an update on the current facility condition and engineering assessment study of the legacy buildings. The consultant's scope of work includes all MetroHealth facilities that are five years old or older. The first stage of the project is an analysis of the existing legacy buildings on the main campus, with a draft report due in May 2024. Ms. Chappell inquired when the facilities assessment would be completed. Ms. Dethloff responded that the assessment would take about eight months to complete, including the development of cost estimates for renovations. The assessment will also include MetroHealth community locations and all sites that have been acquired.

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Ms. Chappell noted the work should be prioritized to align with strategic planning so there will be sufficient information available, including assessments and costs for upgrades, to make informed evaluations. Dr. Steed responded that the plan is accommodating current needs and future growth, as well as addressing many of the inefficiencies that currently exist, to maintain and improve access to care in a highly competitive market. Dr. Steed also noted the emergency department cares for more than 85% of our volume, which was not included in the original plan, and there has not been investment in an upgrade to the department in over 20 years. This should be a priority. This project will be included as part of Campus Transformation 2.0 and will be included in future presentations to the board.

Mr. Bicak shared an update on the Business Services (K&M) Building. Phase I, which consists of refurbishing the Executive Administration office area, is nearly complete. Phase II includes the Town Hall Conference Center, which will begin planning and design, and Phase III will involve refurbishing the building's remaining departments.

The 2024 Q2 and Q3 priorities identified are as follows; the Glick Center modification projects include finalizing the design of the BMT and Burn Units, as well as confirming the total project cost and timeline for completion. Planning for future parking and campus open space opportunities will begin. Complete the design revision process for the APEX Outpatient Health Center and confirm project completion cost and schedule. Apply for a building permit and plan to begin interior construction. Mr. Bicak also provided an overview of Campus Transformation 2.0's near-term schedule, as well as a comprehensive schedule of current activities.

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

Ms. Dethloff provided an update on the major accomplishments in Facilities Management (FM). The FM team launched a comprehensive facility assessment analysis and an elevator assessment study. The FM team is also working on several departmental expansion and relocation projects, including moving the Discharge Lounge to the Core and Heart and Vascular to Bell Greve. In addition, automatic door operators are being installed in the Burn Unit and in OR waiting areas on the main campus. At the request of the nursing staff on third shift, we reduced the lighting levels in the Glick Center from 30% to 15%. The Glick Center, Outpatient Health Center, and Behavioral Health Hospital buildings still have outstanding issues, which the Facilities team is working to resolve with the assistance of design and construction professionals.

Ms. Dethloff summarized the Facilities Management staff's significant achievements. The vacancy rate was previously high but has since self-corrected. This year, there have been six new hires, with two more scheduled to start in May. The new employees include

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a building engineer, two groundskeepers, two maintenance mechanics, and a plumber. A building engineer became a certified locksmith by undertaking locksmith training. A maintenance mechanic was promoted to carpenter. An individual who started as a stock room attendant became a lamper, was promoted to maintenance mechanic, completed his apprentice program, and is now a journeyman Electronics Technician. At present, there is a 6.5% vacancy rate, which is down from 18%. Several positions are open because of anticipated staff retirements in May, June, and December.

Ms. Dethloff provided an update on the facilities capital projects that initiated in 2024. There were sixty-seven major and minor projects valued at \$2,226,980. 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. To date, this includes over \$321,000 for work in Legacy Buildings that were expected to be decommissioned by this time. These projects primarily address equipment and component failures caused by wear and tear, age, and damage.

Ms. Dethloff also stated that the diversity utilization from operating accounts over the last two and one quarter years has averaged about 22.7%, with about 10% being MBE and 20% being WBE. We do spend more with WBE on our capital side, but we spend significantly more on MBE on the operating side.

III. Recommendation/Resolution Approvals

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

Mr. Bicap presented the recommendation for the approval of the selection of pre-authorized professionals. After discussion, the Committee approved the recommendation for full Board action.

IV. Executive Session

Chairman Walker 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. Moss 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 1:14 pm.

Following Executive Session, the meeting reconvened in open session at 1:30 pm.

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There being no further business to bring before the Committee, the meeting was adjourned at approximately 1:31 pm.

Respectfully submitted,

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