

# The MetroHealth System Board of Trustees

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## FACILITIES AND PLANNING COMMITTEE

August 28, 2024

1:30-3:00 p.m.

The MetroHealth System K-107 / via Zoom Option <https://us02web.zoom.us/j/87356432769>

### Meeting Minutes

Committee Members Present: Harry Walker, M.D.-I, Inajo Chappell-R, John Corlett-I, Maureen Dee-I, Nancy Mendez-R, John Moss-R, Michael Summers-R

Staff: Christine Alexander, M.D.-I, James Bicak-I, Victoria Bowser-I, Robert Bruce, M.D.-R, John Chae, M.D.-I, Nabil Chehade, M.D.-I, Karen Dethloff-I, David Fiser-R, Joseph Frolic-I, Joseph Golob, M.D.-I, Eileen Hayes-I, Derrick Hollings-I, Ishmael Olusegun, M.D.-I, Barbara Kakiris-I, William Lewis, M.D.-I, Mary Jo Murray-I, Richard Palmisano-I, Kathleen Rizer-R, Tamiyka Rose-I, Ronald Walker-R, Dalph Watson-I, James Wellons-I, Adam Winston-R, Greg Zucca-I,

Guests: Suzanne Aral-Boutros-R, Gail Long-I

Dr. Walker called the meeting to order at 1:42 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.)

### **I. Approval of Minutes**

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

### **II. Information Items**

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

## The MetroHealth System Board of Trustees

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Mr. Bicak provided a status report on the Campus Transformation 2.0 initiatives. The presentation began with a brief overview of the Campus Transformation Charter established in 2014 which was to create an environment that supports MetroHealth's Mission of "Leading the Way to a Healthier You and a Healthier Community" by promoting community engagement, research and education, and excellence in care delivery to improve health and wellness. Campus Transformation is a combination of construction with purpose. MetroHealth will be the hub for health and wellness in the community providing leadership, reliability, connectivity, and efficiency. From this background, the transformation objectives were identified early in the process of planning what would become the Glick Center. These included providing a long term sustainable, reliable, patient-centric environment which will accommodate projected needs and accelerate operational efficiencies.

Mr. Bicak reviewed a drawing of the campus plan showing existing structures, which range in age from 20 years to over 80 years old. An evaluation of the facilities was prepared by a specialist consultant to determine the viability for continuing use. The study concluded MetroHealth would need to invest up to \$1.3 billion in the aging facilities to address deferred maintenance. It became clear to leadership that development of a new patient care facility would be needed.

Mr. Bicak described the three significant zones on campus. These are inpatient care in the center of the campus, outpatient care to the west in the Outpatient Plaza, and research and administration to the north end of campus. The new Glick Center was planned to be adjacent to and connected with the Critical Care Pavilion. Rammelkamp would remain and primarily support research and education functions. Mr. Bicak noted that as part of the campus reorganization efforts, several programs were identified to be relocated from the main campus to Brooklyn Heights or other community locations. In addition, plans were discussed to renovate the Old Brooklyn Center for psychiatric services, and upgrades to the Outpatient Plaza were considered.

The Transformation Project began in 2017 with planning a new inpatient facility that would become The Glick Center. By 2019, when that project was under construction, Campus Transformation underwent some modifications. Planning for psychiatric services was shifted from renovations at OBC to construction of a new Behavioral Health Hospital at Cleveland Heights. In addition, the decision was made to build a new Outpatient Pavilion (the Apex project) instead of renovating the current Outpatient Pavilion.

## The MetroHealth System Board of Trustees

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Mr. Bicak then provided an update on the Vision Reassessment which began in 2023. The Glick Center opened at the end of 2022, and the Apex project was well into construction. With the impact of COVID and the change in leadership, the organization took the opportunity to re-evaluate the objectives of the project. Under the original concept for the Apex Project, a significant number of patient visits would be relocated from the main campus to the community-based locations and the volume of patient visits on campus would be much smaller. As a result of the re-evaluation, the determination was made to maintain the volume of outpatient services currently on campus while also growing volumes on main campus and the community-based locations. To achieve this objective, redesign of the interior of the facility was required. General administration space was redesigned to accommodate more patient care space, clinical areas were reconfigured to improve patient and staff movements, procedure spaces were added, and the building code classification was increased from Medical Office Building to Ambulatory Care Facility. As part of the re-design effort, workspaces for all providers and caregivers were developed to support the clinical activities associated with the clinic, and a loading dock for the facility was added. After completion of the project and consolidation of the remaining support functions into the buildings that need to remain, the old buildings would be demolished. This will create space on campus for future development.

Mr. Bicak provided an update on other Campus Transformation 2.0 initiatives. The Glick Center base contract and warranty work has been completed. The final pay application with Turner is in-progress. Design of the Blood and Bone Marrow Transplant Unit to be relocated to 9W and design work for modest renovations to the Burn Unit on 3E have been completed. Design for refresh and upgrades to the Emergency Department has begun and will address functional revisions as well as refurbishment.

Several Ambulatory Enabling Projects were completed in 2023, and a number of other are in progress. Beachwood Express Care moved from the 3<sup>rd</sup> floor to the 4<sup>th</sup> floor on August 12, 2024. Express Care Phase 2 for Radiology and Support Services will begin construction in Q4 2024. Completion of Medical Specialties/Pain Management is planned for Q2 2025. Parma MAAC expansion to the 2<sup>nd</sup> floor is in process. The Heart and Vascular Clinic is planned to complete in Q1 2025, and Pain Management is planned to complete in Q2 2025. The schematic design for the Breast Care Center is complete.

The engineering assessment of all MetroHealth facilities five years old and older is in progress and nearing completion. The field work for the main campus buildings is

## The MetroHealth System Board of Trustees

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complete with a draft report being prepared. The assessment will provide the basis for planning upgrades to the remaining buildings. A number of support functions will need to remain on campus but are not planned to be in either The Glick Center or Apex. These will be relocated and consolidated in selected existing buildings on campus. The remaining buildings can then be demolished.

The following legacy buildings are proposed to remain: Rammelkamp for Research, Education and GME; Bell Greve for clinical support and administration; Business Services (K&M) building for administration and support functions; and the existing Outpatient Pavilion for administrative and community-facing functions. The legacy buildings to be vacated and demolished are Core A, Center Core, Towers B and Tower C, the Laundry Building, Power Plant and Hamman, Gannon, and South buildings.

The interim plan for campus parking, implemented in December 2023, will continue until the Apex project is complete. Planning for campus open space and community engagement in the process is being developed. Ms. Chappell asked if there has been discussion with Brian Zimmerman and Metroparks about community feedback and how we should proceed with planning. Mr. Bicak stated that we have not met with Mr. Zimmerman, yet, but we will be scheduling meetings later this fall. However, the Clark/Fulton Master Plan committee earlier in the summer, and another meeting is scheduled for September. MetroWest is leading this activity, and we expect to meet every other month to track progress on the initiatives in the plan with other stakeholders, including Metroparks, among others.

Mr. Bicak provided an update on the current activity for the Apex outpatient center project. The redesign process included a series of meeting with departmental stakeholder groups in collaboration with the design team. The groups included representation from physicians, nursing, administration, and other caregivers. The process began with program validation in November 2023 and concluding with final redesign review in May 2024. Work included reconfiguring departments to accommodate the growth of patient care and, in some cases, relocating departments within the building to achieve greater synergy among departments. The process also focused on retaining much of what was already built whenever possible.

Throughout this period the contractor has continued work in areas that would be unaffected by the redesign. These include completion of the exterior enclosure, exterior landscape work, construction of the loading dock and an enclosed connection to the

## The MetroHealth System Board of Trustees

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parking garage, completion of the elevator installation, and start-up of the heating, cooling, and ventilation system.

The design team is now working to complete construction documents. When complete in early November these will be submitted for permit, and the Contractor will prepare a final Guaranteed Maximum Price (GMP). Ms. Chappell asked if we would see the final cost and the construction documents by year end. Mr. Bicak responded that we expect to have the final cost in the November timeframe. He noted the contractor has been monitoring costs throughout this process and has provided updated estimates to aid in management of the project.

Mr. Bicak reviewed a stacking diagram for the Apex outpatient center and floor plans for each of the floor levels. The plans show the extent of the departments on each of the floors, as well. Mr. Bicak described the drive-thru pharmacy and loading dock that will be situated at the back of the building and noted how patients, visitors, and staff and move through the building. All public space, including elevators, registration, and waiting areas is along the west side of the building. Staff work areas, supplies and a separate group of elevators is located long the east side of the building.

Mr. Bicak summarized the elements of the expanded capability and capacity of the facility. With the upgrade to the ambulatory occupancy code, the building will now accommodate stretcher patients for all services and provide procedure rooms for expanded patient care services. The facility will have 70 more exam rooms than the original design. The provider and resident workspaces have been designed for each clinical area. Oncology Infusion will have 50% more stations. The design for selected exam rooms, treatment rooms and patient toilets were revised to accommodate persons of size. A receiving dock has been added to provide fully functional building support services on site, and an enclosed connection the parking garage has been added.

Mr. Summers asked where the outpatient surgery center is located. Mr. Bicak responded that the outpatient surgery center is located within the Critical Care Pavilion above the Emergency Department, which also has the critical care beds and other support functions.

Ms. Dee asked if the Adolescent Pediatric Unit, started by Oscar Gumucio, that is dedicated to the Hispanic Adolescent Community, will they have its own space in the

## The MetroHealth System Board of Trustees

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building. Dr. Alexander responded by noting this unit is located in the Ohio City facility where it is more a part of the community.

Mr. Bicak provided a project schedule update. Activities this fall include completion of construction documents by the design team, preparation of the GMP by the contractor, and building permit reviews. The contractor and subcontractors will plan and coordinate all remaining work and begin on-site activities. Construction will continue through next year, and the certificate of occupancy is expected in December 2025. Move in and start of operations will be in the 1<sup>st</sup> quarter of 2026. Dr. Walker asked if all the business plans are aligned with the stakeholders, and Mr. Bicak confirmed they do. There was discussion of completing the project in phases, but the contractor analysis showed completion of the project in a single phase is the most cost-effective and time-effective approach. Dr. Walker asked about the extent of renovation needed for the old Outpatient Pavilion. Mr. Bicak responded that the intention is to re-utilize the space as much as possible and replace the lighting, finishes and furniture. The building is 30 years old, and some building equipment replacements and upgrades will also be needed. In addition to moving many programs into the building, Ophthalmology, Adult Rehab and Adult Behavioral Health clinics will remain. The intention Mr. Hollings informed the Committee there is a \$40,000,000 working budget, and Dr. Walker stated there will be further discussion in executive session.

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

Ms. Dethloff provided an update on the major accomplishments in Facilities Management (FM). The comprehensive facility assessment will be completed in Q4 of 2024. All buildings have been inspected, assessed, and compiled into a database which is being reviewed for accuracy by the Facilities senior management staff.

The FM team experienced challenges this month with a power outage on August 6<sup>th</sup> due to severe weather. Several buildings were impacted. Parma hospital was without normal power for 24 hours, and the Ambulatory Surgery Center was without normal power for three days, though the emergency power system was in operation. Dr. Walker asked if recommendations will be made in anticipation of experiencing more frequent weather conditions due to climate change. Ms. Dethloff stated there will be discussions to

# The MetroHealth System Board of Trustees

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address this issue. In addition to the storm, a flood due to a break in a water supply pipe on August 18<sup>th</sup> significantly impacted several floors of the Bell Greve building.

Ms. Dethloff summarized the Facilities Management staffing metrics. There are seven open positions including maintenance mechanics, electricians, electronic technicians, and licensed stationary engineers. The vacancy rate is 5.6%. Ms. Dee asked if hiring staff is now easier and if we are catching up with our needs. Ms. Dethloff responded that challenges remain with certain positions, and some may be posted anywhere from 4 to 6 months before being filled.

Ms. Dethloff provided an update on Facilities capital projects. To date, 169 major and minor projects valued at \$6,770,459 have been initiated in 2024. Facilities already has submitted more capital projects than in any previous year. In addition to routine replacement of aging and failing mechanical equipment, projects include upgrades to obsolete electrical infrastructure and elevators. Work also includes emergency repairs and minor improvements to existing buildings. Of the total, over \$3.5 million is for emergency repairs and the remainder is for planned capital projects.

## 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. Corlett made a motion to go into Executive Session which Ms. Dee seconded. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 2:27 pm.

Following Executive Session, the meeting reconvened in open session at 2:45 pm.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 2:45 pm.

Respectfully submitted,

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