

# The MetroHealth System Board of Trustees

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## FACILITIES AND PLANNING COMMITTEE

November 20, 2024

12:00-1:30 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-I, Maureen Dee-I, John Moss-I, Michael Summers-I

Staff: Christine Alexander, M.D.-I, Peter Benkowski-I, James Bicak-I, 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, William Lewis, M.D.-I, Mary Jo Murray-I, Brian Rentschler-R, Tamiyka Rose-I, James Wellons-I, Donald Wiper-I, Greg Zucca-I

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.)

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

The minutes of the August 28, 2024, Facilities and Planning Committee meeting were approved as submitted.

#### **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 Glick Center base contract and warranty work has been completed. The final pay application from Turner Construction will be submitted for review and contract closeout. The design for the Blood and Bone Marrow Transplant Unit and for the Burn Unit is

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complete. The projects are on hold pending review for alignment with strategic planning. An architectural/engineering consultant has been engaged for the upgrades to the Emergency Department and working sessions with stakeholder groups are in progress. This project will address functional updates, such as revisions to the entry and modifications to behavioral health areas, as well as general space refurbishment.

The interim plan for campus parking, implemented in December 2023, continues to meet current needs on main campus. Planning for the re-assignment of parking access for patients, visitors and staff will be completed in 2025 prior to opening the Outpatient Health Center (Apex). The Apex garage will become the primary parking facility for patient and visitors. An enclosed heated and cooled walkway will connect the garage to the Outpatient Health Center which will be connected directly to The Glick Center. Parking for patients and visitors will be adjacent to their destination. The Valentine garage will be primarily for staff parking. Ms. Dee noted the Valentine garage was recently used to provide parking for an open house at Via Sana and she asked if it would be available for future community functions. Mr. Bicak stated the garage will continue to be available to support community functions and other special activities.

Mr. Bicak informed the Board that City Architecture has been engaged to assess exterior open spaces on main campus and to generate development concepts for a range of opportunities. This information will provide a framework for engaging the community. The Clark Fulton Master Plan group, led by Metro West Community Development Organization has recently begun meeting again. On behalf of MetroHealth, Mr. Zucca participated in the planning process, and this is one of the key community groups, among others, we will be working with. Ms. Chappell stressed the importance of this relationship, and MetroHealth needs to be at the table and have a robust outreach. Mr. Bicak stated MetroHealth's current Strategic Planning effort has included significant community outreach. Ms. Chappell also noted there are grant funding opportunities for public space making, and opportunities for private philanthropic assistance to support our efforts, and the Foundation should be included in the planning. Mr. Bicak stated there have been ongoing conversations with Ms. Kate Brown of the MetroHealth Foundation, and those will continue. Mr. Summers asked if Cleveland City Councilwoman Jasmine Santana has been involved. Mr. Zucca replied that the Councilwoman's office is one of the five core team members involved in the master planning effort along with Metro West, the City of Cleveland Department of Planning, the Cleveland Foundation and MetroHealth.

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Mr. Bicak provided an update on the Ambulatory Enabling Projects. Completion of the Beachwood Express Care Phase 2 for Radiology and Support is planned for early January 2025. Design Development documents for the Medical Specialties/Pain Management clinic will also be complete in January 2025. The MetroHealth Autism Assessment Clinic (MAAC) expansion on the 2<sup>nd</sup> floor of Parma will be completed in December 2024, and the activation plan is in development. Construction for the Heart and Vascular Clinic at Parma is planned to complete Q1 of 2025, and Pain Management completion is planned for 2Q. Additional projects will be developed in alignment with the strategic plan.

Mr. Bicak provided an update on activity with the Outpatient Health Center project. A brief overview of the management structure was presented including a description of the key consultants and their roles. The regular routine of weekly and monthly meetings for the purposes of tracking and managing the scope, schedule and budget of the project was reviewed. It was also noted that team members are co-located on the ground floor of the Gannon Building, which enhances communication and collaboration on issue resolution. Ms. Dee asked if the current Turner management team is the same as that for The Glick Center. Mr. Bicak responded that the leadership has changed some from the original group, and that all changes were coordinated with the MetroHealth project leadership team. This Turner team has the necessary experience to complete the project as it is currently designed. In response to an additional question, Mr. Bicak noted that minority representation on the project is regularly reported by Turner.

Mr. Bicak introduced Eileen Hayes, Vice President Facilities Transition & Operational Integration, to discuss activation planning. Ms. Hayes informed the Board that the next year will include, among other activities, equipment planning and procurement. This process began in February 2024 with an assessment of existing equipment. A specialist consultant has been engaged to develop a plan that identifies new equipment to be procured as well as existing equipment to be relocated. Furniture is also a part of this process, and the design team is leading that effort. Stakeholder groups have been involved throughout. The competitive bid process for procurement will begin in Q1 of 2025. The IS team is working on the technology plan for the building which includes Vocera Nurse Call as well as a number of technologies in use in the Glick Center. The interior design team is working on final finish selections and is also collaborating with the MetroHealth art program in the placement of artwork in the facility.

The activation process will engage each stakeholder group in preparation for operations in the new facility. New processes and workflows will be developed to align with the

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efficiency opportunities incorporated in the design. Infection Prevention and other compliance teams have been included throughout. The design includes individual registration desks centralized on each of the clinic floors as well as electronic registration kiosks. We will work with our consultants (HBS and Clark, RN) on staff training (Day in the Life), especially from a life safety standpoint. These consultants performed similar roles in transition planning, process workflows and logistics for The Glick Center. A loading dock has been added to this facility so materials can be delivered directly to the building, rather than be routed from the Glick loading dock. Decommissioning spaces vacated in existing buildings is also included. Exterior branding and signage (English/Spanish) will be addressed in future meetings. Ms. Chappell asked if the branding is just for Apex and noted there are signage issues with other buildings. Ms. Hayes replied branding, signage and wayfinding will be addressed systemwide. Ms. Chappell asked if feedback was provided regarding the look of the building and the best use of space. Ms. Hayes replied that physicians and stakeholders have been involved throughout the design and planning process. As part of activation planning, Ms. Hayes is working to create a steering committee to guide the decision-making for the opening of the building. Dr. Alexander added that some of the people that will be on the steering committee have supported the building of our other clinical offices, so they have experience. We anticipate there will be requests for revisions after the building opens, but we are on the right path to identify issues as they arise and adjust to meet changing needs. Mr. Bicak then briefly reviewed the site plan of the facility showing the enclosed walkway that leads directly from the garage into the building and the placement of the loading dock. The pharmacy with the drive-through is immediately adjacent. Mr. Bicak also reviewed a stacking diagram that shows each of the clinics in the building.

Mr. Bicak provided an update on the Outpatient Health Center construction progress. Current exterior activities include foundation work for the loading dock, landscaping and brick paver installation at the entry drive. Nearly all the remaining work will be inside the building. The on-site workforce will increase significantly over the next 90 days. Interior work includes drywall framing revisions for widening corridors and doorways, revisions to ductwork for the ventilation system, and modifications to electrical systems accommodate upgrades. The project schedule continues to show construction completion by the end of 2025. Move-in and activation will be in Q1 of 2026. Ms. Chappell asked if there are any supply chain issues that could derail the schedule. Mr. Bicak replied that there are currently no issues, but supply chain and labor availability are discussed at weekly meetings with Turner.

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Mr. Bicak provided an update on plans to vacate and demolish several of the main campus legacy buildings. A number of programs will need to remain at Main Campus and will need appropriate space in one of the existing buildings. There are also functions that can move to off-campus locations. The objective is to vacate most of the Legacy buildings and demolish them to provide opportunity for future growth.

Mr. Bicak then noted the Facilities Condition Assessment, prepared by the Gordian company, is a key resource for guiding relocation planning. He introduced Karen Dethloff, Vice President Facilities, who managed the engagement to provide an update on activities to date. The process began in late 2023 and encompassed 83 assets comprising 6.7 million square feet. The survey included all buildings, garages and parking lots. This assessment was compared to one completed by Gordian in 2011, and it also noted all the capital improvements made to the facilities through 2023. Gordian conducted on-site surveys of architectural and engineering systems, identified and prioritized recommended capital improvements, prepared cost estimates and compiled all information for delivery to MetroHealth. The final report is being currently assembled and will be available soon. In addition, a consulting engineer will be engaged to assist in scope definition for campus utility and infrastructure systems revisions necessary to demolish vacated buildings and maintaining services to buildings that will remain. At this time the buildings proposed to remain are: Rammelkamp for Research and Education; Bell Greve for clinical support and administration; Business Services (K&M Building) for administration; and the existing Outpatient Pavilion for administrative and community-facing programs. The legacy buildings to be vacated and demolished are the Core Building, Tower B and Tower C, Scott Auditorium, the Laundry Building, Power Plant and Hamann, Gannon and South. The church at the south end of the Scranton and W. 25<sup>th</sup> Street is also being considered for future use.

Mr. Bicak provided an update on relocation planning led by MetroHealth's SOUP Team (Space Optimization, Utilization and Planning). SOUP tracks current space use across the system and plans for expansion and/or relocations. To illustrate the process behind the planning, Mr. Bicak provided a diagram that illustrates the complex relocation sequence for departments moving from the Legacy buildings. Ms. Hayes commented that SOUP has been working on this issue since prior to the opening of Glick. The team has engaged stakeholders on development of space standards, which will be presented for executive leadership approval. The Legacy buildings will still house some patient support functions, but nearly all patient-care programs have been moved into Glick or will be relocated to the new Outpatient Health Center. Community oriented programs

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will be located in the Outpatient Pavilion (OPP), and the Ophthalmology, Adult Rehab and Adult Behavioral Health clinical programs will remain in the building. Ms. Chappell asked if there is a target date or deadline for the relocation. Ms. Hayes replied there is no deadline as yet, but one will be determined by the timeframe for demolition of the Legacy buildings. Mr. Summers followed by asking how the development of healthcare facilities over the last ten years has differed from the prior ten years (2004-2014). Mr. Bicak replied that while COVID accelerated tele-health services and outpatient care, there was also a spike in the use of inpatient services prompting a greater investment on facility flexibility. During the previous ten years outpatient facilities development had been the primary focus. Mr. Summers then asked what capital will be needed over the next 10 years to remain viable and efficient. Will MetroHealth be well-positioned to focus on improved execution with flexible facilities as healthcare faces dynamic changes? Dr. Chehade replied MetroHealth has had a relatively small community footprint. There has been growth in our service area, and our efforts to consolidate our presence have begun to accelerate with the addition of new outpatient facilities. It may take some time for the Outpatient Health Center to reach its full capability.

Mr. Bicak reviewed the priorities for Q4 2024 and Q1 2025 including: closeout of The Glick Center construction contract; continued progress open space planning and community engagement; completion of the remaining Parma and Beachwood Ambulatory Enabling Projects; and continue construction of the Outpatient Health Center and Activation planning. In addition, planning for relocations from the Legacy building, as well as design for re-routing infrastructure will also continue. Dr. Walker commented that it would be helpful to track the growth of MetroHealth as we build our future.

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

Ms. Dethloff provided an update on major accomplishments in Facilities Management (FM). Completion of the comprehensive facilities assessment is in progress. Donna Gerengher, Fire Protection Systems manager, presented on “Lithium-Ion Batteries on Healthcare Campuses” at the annual conference of the Ohio Society of Healthcare Facilities Managers and at the Northeastern Engineering Society. Ms. Dethloff chaired the abstract review committee of the American Society of Healthcare Engineering’s Annual Innovation Conference for Energy Management and Sustainability. The FM department supported the re-occupation of the 1st floor of the Business Services

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Building, and FM is managing the renovation work in Bell Greve following the flood in August. The fire alarm system is being upgraded to go through Everbridge and staff phones instead of through pagers. A temporary program was developed to manually manage temperature and humidity at the West 150<sup>th</sup> Ambulatory Surgery Center until a major capital improvement project can be completed in January 2025. A repair to a major gas line at the old Powerhouse was completed. The old boilers ran on fuel oil for about a week until the line was replaced. Patches at selected locations were retrofitted to the kitchen exhaust ductwork at The Glick Center. The MRI chiller at Parma was failing, and while waiting for repair parts, staff manually monitored the chiller over several days to ensure it remained functional and the MRI was not damaged.

Ms. Dethloff summarized the status of Facilities Management staffing. Six positions are open including maintenance mechanics, electricians, electronic technicians and an HVAC technician. The current vacancy rate is 4.8%. Two former employees returned to MetroHealth after working elsewhere.

Ms. Dethloff provided an update on Facilities capital projects. The number of projects in 2024 increased by over 180% from 2023, and much of the work involved repairs or replacement of infrastructure equipment in the older buildings. The total number of projects is up to 241 with a value of \$17,182,114. The Facilities team has also managed some very large projects in addition to the regular replacement projects. These include upgrading the building automation system, the CCP generators, the OPP security system, upgrades to the HVAC system at the W. 150th Ambulatory Surgery Center, and replacing the line isolation monitors in the Main Campus ORs. More than \$6.8 million of the total was for planned 2024 capital projects. The remaining amount has been primarily for emergency repairs.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 1:20 pm.

Respectfully submitted,

E. Harry Walker, MD, Chairperson