



The MetroHealth System

Board of Trustees

Wednesday, November 20, 2024

12:00pm - 1:30pm

The MetroHealth System Board Room K-107 or via Zoom

Facilities & Planning Committee

Regular Meeting

The MetroHealth System Board of Trustees

FACILITIES & PLANNING COMMITTEE

DATE: Wednesday, November 20, 2024

TIME: 12:00pm – 1:30 pm

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

AGENDA

I. Approval of Minutes

Committee Meeting Minutes of August 28, 2024

II. Information Items

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

III. Executive Session

None

IV. Recommendation/Resolution Approvals

None

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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

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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.

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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 3rd floor to the 4th 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 2nd 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

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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

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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

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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 1st 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 6th 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

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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 18th 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



MetroHealth

Campus Transformation 2.0 Update

Facilities & Planning Committee November 20, 2024

James Bicak, AIA

SVP, Facilities, Construction & Campus Transformation

Campus Transformation 2.0 - Updates

- The Glick Center
- Parking and Campus Open Space
- Ambulatory Enabling Projects
- APEX / Outpatient Health Center
- Main Campus Legacy Buildings



The Glick Center

The Glick Center

- **Base Contract & Warranty Work - Complete**
 - Final Pay Application – Working with Turner on a final Change Request
- **Blood & Bone Marrow Transplant Unit Relocation (BMT)**
 - Design is complete
 - Project is currently on hold
- **Renovation of Burn Unit (3E)**
 - Design is complete
 - Project is currently on hold
- **Emergency Department Upgrades**
 - The architectural/engineering team is under contract and working sessions with stakeholder groups are in progress
 - This project will address functional revisions as well as refurbishment of the space

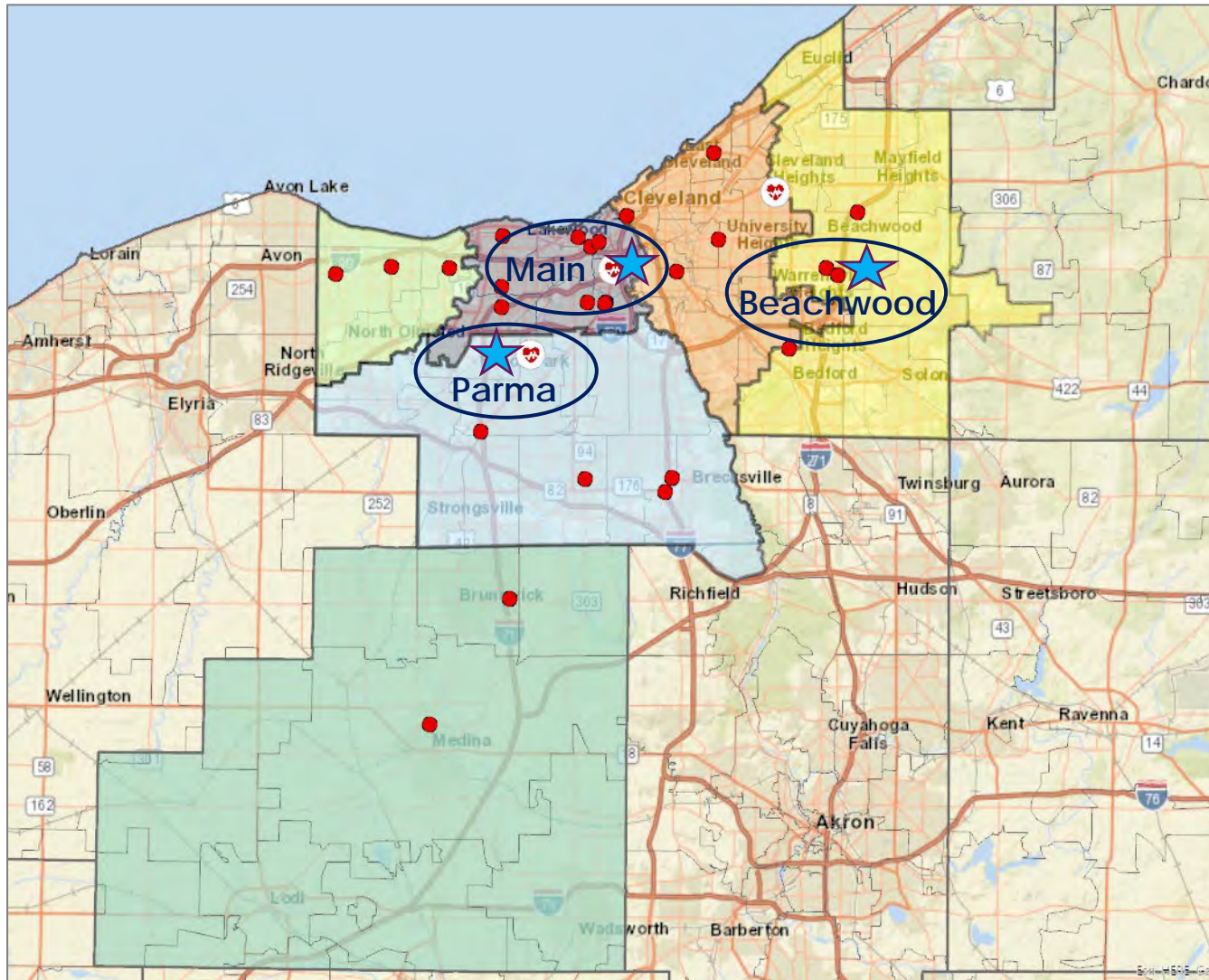


Parking and Campus Open Space

Parking and Campus Open Space

- **Interim Plan for Campus Parking**
 - The plan implemented in December 2023 continues to meet the current needs on Campus
 - Planning for re-assigning parking access to accommodate patients, visitors and staff will be completed in 2025 in advance of the opening of the Outpatient Health Center
- **Open Space Planning Activities - Concept Development**
 - City Architecture has been engaged to assess current conditions and assist in developing concepts that can be discussed with community representatives
 - Regular update meetings with the Clark/Fulton Masterplan Group are being coordinated by Metro West Community Development

AEP Projects 2.0 - 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
South (Medina County)	Brunswick
	Medina

Ambulatory Enabling Projects 2.0 - 2024/2025

- **Beachwood**

- Express Care Phase 2: Radiology & Support spaces
 - Construction is underway with anticipated completion in early January 2025
- Medical Specialties/Pain Management
 - Design Development to be completed 1/3/2025.

- **Parma**

- MAAC expansion to 2nd floor
 - Refresh renovation to be complete December 1, 2024. Activation timeframe is being developed
- Heart & Vascular Clinic
 - Anticipated completion 1st Qtr. 2025
- Pain Management
 - Anticipated completion 2nd Qtr. 2025

- **Additional Projects to be developed in coordination with the Strategic Plan**



Outpatient Health Center

Apex 2.0 Outpatient Health Center

Project Management Structure



- Weekly Owner, Architect, Contractor Meeting
- Weekly Project Principals Meeting
- Weekly MHS Program Cost Control Meeting
- Weekly MHS Legal Review Meeting
 - Bi-Weekly Owner's Rep & Contractor Cost/Spend Review Meeting
 - Bi-Weekly Facilities Engineering Walk-thru of Site
 - Monthly pencil copy Pay Application Review
 - Quarterly RSM Audit Reviews
 - Quarterly Board Facilities & Planning Committee

Apex 2.0 Outpatient Health Center - Transition Planning & Activation

Management Activities

- Equipment Planning & Procurement & Relocation
- Furniture Planning & Procurement
- IS/Technology Planning, Procurement & Implementation
- Artwork Planning & Procurement
- New clinical process workflow development
- Infection Prevention & Compliance
- Support Services workflows (EVS, Materials, Registration, etc.)
- Communications
- Marketing
- Patient Education
- Staff Training & Education
- Safety & Security
- Move Management
- Patient, Visitor & Employee Parking
- Decommissioning of vacated spaces

Apex 2.0 Outpatient Health Center

Steering Committee
Ambulatory Leadership

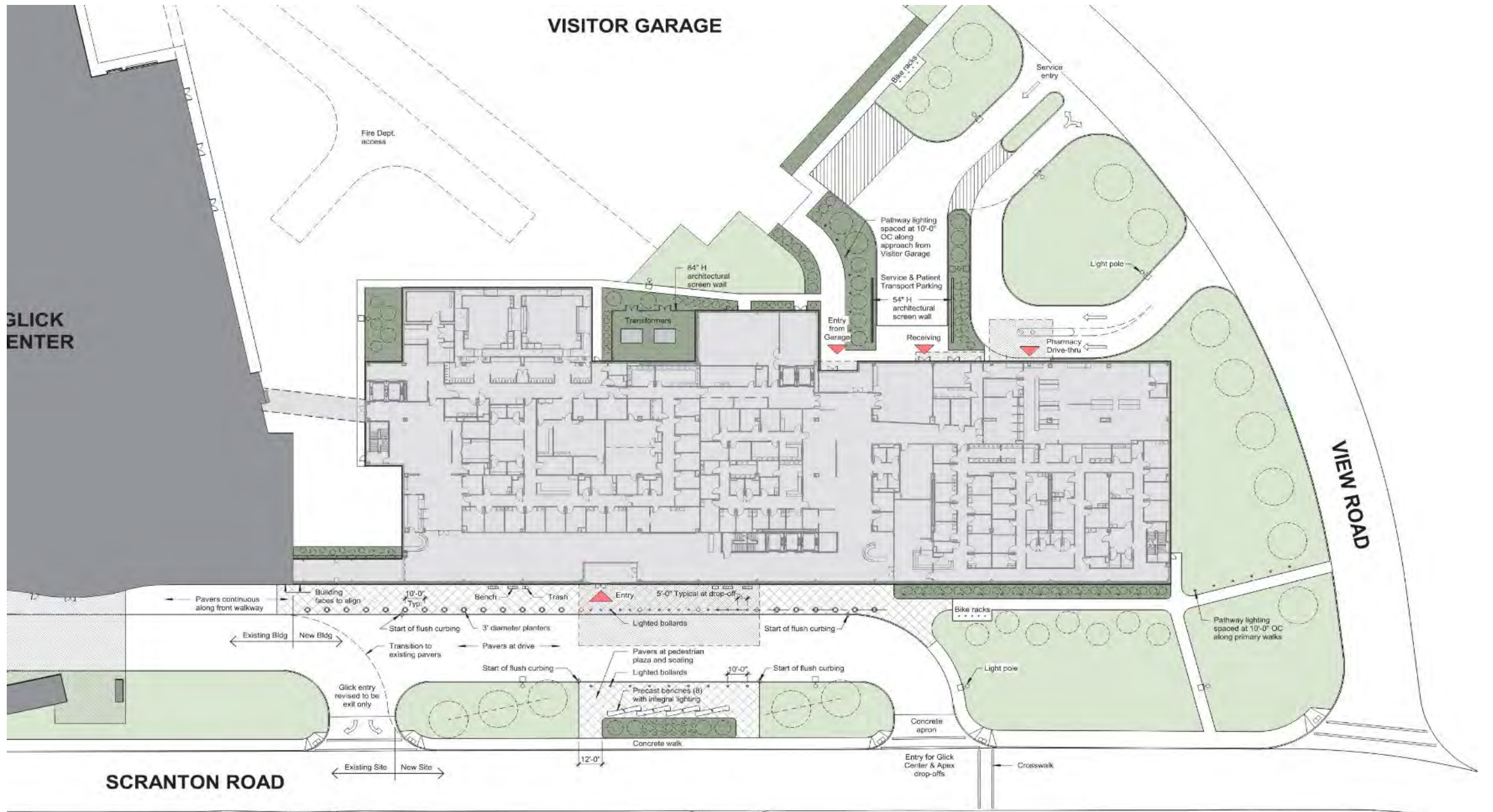
**Clinic(s) Transition
Planning**
Clinic Leadership

- Clinic Operations
- Support Services
- Administrative

Consultants
HBS
Clark, RN

- Framework for Transition Planning
- New workflow development
- Building Load & Logistics
- “Day in the Life” training
- Move Management
- Activation

VISITOR GARAGE



SCRANTON ROAD

VIEW ROAD

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

NORTH		SOUTH			View Road
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	
NORTH		SCRANTON ROAD			SOUTH

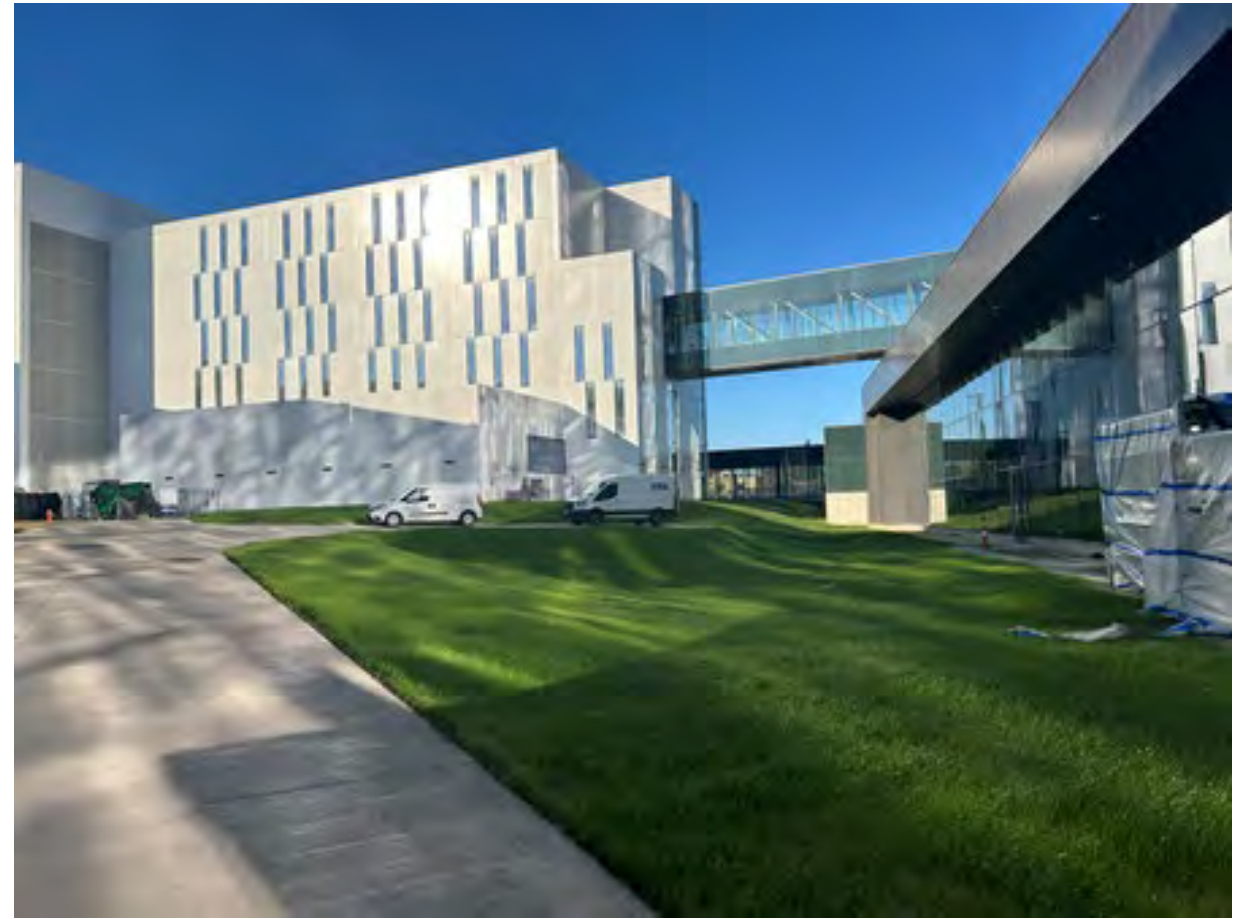
Apex 2.0 Outpatient Health Center – Construction Progress

Current Activities

- Loading Dock Concrete Foundations
- Loading Dock Structural Steel Fabrication
- Landscaping, Topsoil, & Seeding
- Brick Paver Installation at West Entrance
- Removal of Metal Studs & Drywall for Apex 2.0 Rework

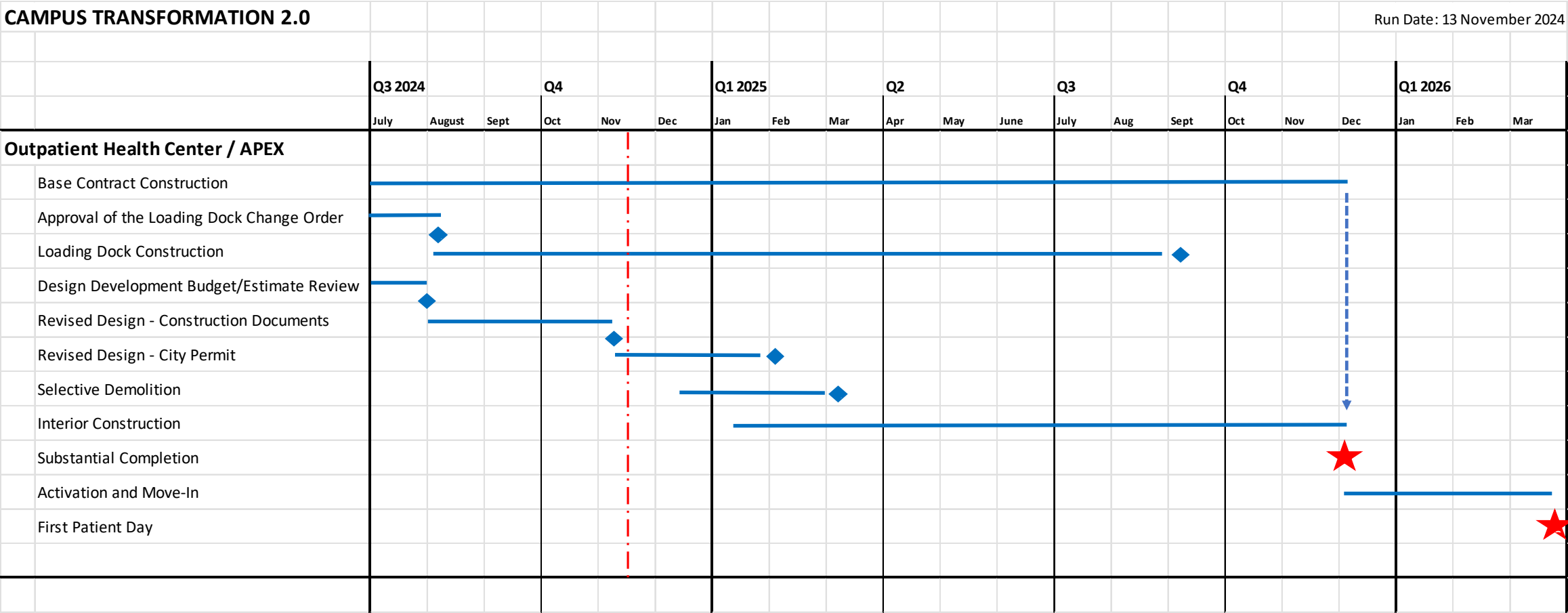
3 Month Look-Ahead

- Overhead MEP Systems Removal & Installation for Apex 2.0 Revisions
- Removal & Salvaging of Door Frames
- Removal & Salvaging of Casework & Toilet Accessories
- Wall Layout for Apex 2.0
- Metal Stud Framing on Levels 4 & 5
- Overhead Steel Support for Pediatric Therapy Swings on Level 5
- Structural Steel Delivery for the Loading Dock





Outpatient Health Center /APEX - Schedule



**Outpatient
Health Center**





Main Campus Legacy Buildings



Glick

Critical Care
Pavilion

South

Gannon

Hamann

Core

Towers

Main Campus Legacy Buildings

Program Objectives

- Provide appropriate space for programs and departments remaining at Main Campus but which are not within The Glick Center or the new Outpatient Health Center
- Relocate functions not essential to Main Campus to off-campus locations
- Relocations on-campus should utilize as few Legacy Buildings as possible
- The remaining Legacy Buildings will be vacated, hazardous materials will be abated, and the structure will be demolished
- This effort will clear land at Main Campus and provide opportunity for future development

Main Campus Legacy Buildings

Resources

- **2024 Facility Condition Assessment – Gordian**
 - The scope of work includes all MetroHealth facilities
 - A draft report has been submitted and reviewed with Facilities
 - A final report will be completed by the end of the year
- **Infrastructure and Building Utilities – Consultant Engineer**
 - Update the work initiated in 2021, and define the scope of work for the current condition
- **Relocation Planning – MetroHealth SOUP**
 - Documentation of current uses, locations and projected space needs
 - Options for relocations on Campus and to community locations

Facilities Condition Assessments – Goals

- What Does MHS Own / Lease?
- What Are the Needs?
- How Much Will it Cost?
- What Should MHS Do First?



VFA Assessment Services – PROCESS

Preparation

- **Base building info**
- **Floor plans**
- **Arrange for Escorts**
- Optional:
- Existing studies
- Workorder records

On-Site

- Kick-off Meeting
- Walk through all Assets
- **Escorts**
- Interviews with building managers

Data Review and Reports

- Internal Quality Review
- **Review draft data**
- Data corrections
- **Develop funding scenarios, and prioritized lists of needs**

Final Report

- Written Report
- **Presentation of Findings**

VFA QUESTIONNAIRE FOR FACILITY CONDITION EVALUATION

Building Name: _____ Building Number: _____

The evaluation team (analyst and sponsor) will be conducting a thorough walk through inspection of the campus. Can you identify any major problems within the building that the A/E's should examine. We are particularly interested in things we might not be aware of or are usually observed such as water leaks or issues that are periodic.

Location/Comments (Identify room numbers, if possible): _____

Building Problems:

16. Does the roof leak water? _____

17. Do the windows leak water? _____

18. Do the windows leak air? _____

19. Do exterior doors leak air? _____

20. Do exterior doors leak water? _____

21. Are exterior doors easy to open? _____

22. Are there any structural issues? _____

23. Are there any electrical issues? _____

24. Are you aware of any pest problems, etc.? _____

25. Are you aware of any other issues? _____




Thermal Risk Index

REF: _____

Thermal Risk Summary

Asset Name: _____ Asset ID: _____

Asset Type: _____ Asset Location: _____

Asset Status: _____ Asset Age: _____

Asset Condition: _____ Asset Risk: _____

Asset Notes: _____

Asset History: _____

Asset Details: _____

Asset Summary: _____

Asset Conclusion: _____

Asset Recommendation: _____

Asset Action: _____

Asset Date: _____

Asset By: _____

Asset Review: _____

Asset Approval: _____

Asset Signature: _____

Asset Stamp: _____

Asset Page: _____

Asset Total: _____

VFA ASSESSMENT FINDINGS SUMMARY

Asset Name	Asset ID	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 1	1001	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 2	1002	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 3	1003	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 4	1004	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 5	1005	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 6	1006	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 7	1007	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 8	1008	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 9	1009	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total
Asset 10	1010	Asset Type	Asset Location	Asset Status	Asset Age	Asset Condition	Asset Risk	Asset Notes	Asset History	Asset Details	Asset Summary	Asset Conclusion	Asset Recommendation	Asset Action	Asset Date	Asset By	Asset Review	Asset Approval	Asset Signature	Asset Stamp	Asset Page	Asset Total

Facility Condition Assessments at MetroHealth

- Reviewed **available documentation** and spoke with knowledgeable staff about assets and on-site logistics.
- Walked the assets to **identify and observe** all major Building **Systems and Requirements**, with teams of experienced architectural, mechanical, and electrical engineering assessment **professionals**
- Photo-documented and assessed the **condition** of each System
- Identified and estimated the quantity and age of each System, and its **remaining useful life**, in years
- Estimated each System's **"like-for-like"** replacement value, and planning value of Requirements
- Entered data in VFA.facility for review with the Owner
- **40 buildings were modelled** remotely first, followed by a fast general verification walk-through



Architectural



Mechanical



Electrical

Facility Condition Assessments - Standards

RSMeans data
from **GORDIAN**

RSMeans nationally recognized construction cost data resource (updated on annual basis)

BOMA
International

Building Owners and Managers Association, **BOMA** “average useful life expectancy” of major systems and equipment



ASTM UNIFORMAT

- ASTM E2018-15: Standard Guide for Property Condition Assessments
- Down to Level 4 (*Sub-Elements*) building construction granularity

SYSTEMS

A. HVAC^a

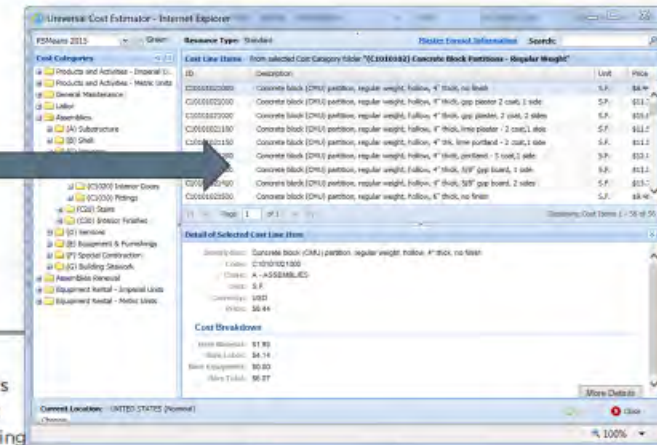
1. Air Conditioners
 - a. Window Unit
 - b. Residential Single
 - c. Commercial
 - d. Water-Cooled Package

2. Air Handling Units
 - a. Built-Up Heavy Duty
 - b. Packaged Medium-Duty
 - c. Severe Duty or 100% Outside Air

3. Heat Pumps
 - a. Residential Air-to-Air
 - b. Commercial Air-to-Air
 - c. Commercial Water-to-Air

4. Roof-Top Air Conditioners
 - a. Single Zone

- c. VAV
5. Boilers, Hot Water
 - b. Steel Water-Tube
 - c. Steel Fire-Tube
 - d. Cast Iron
 - e. Electric
 - f. Condensing



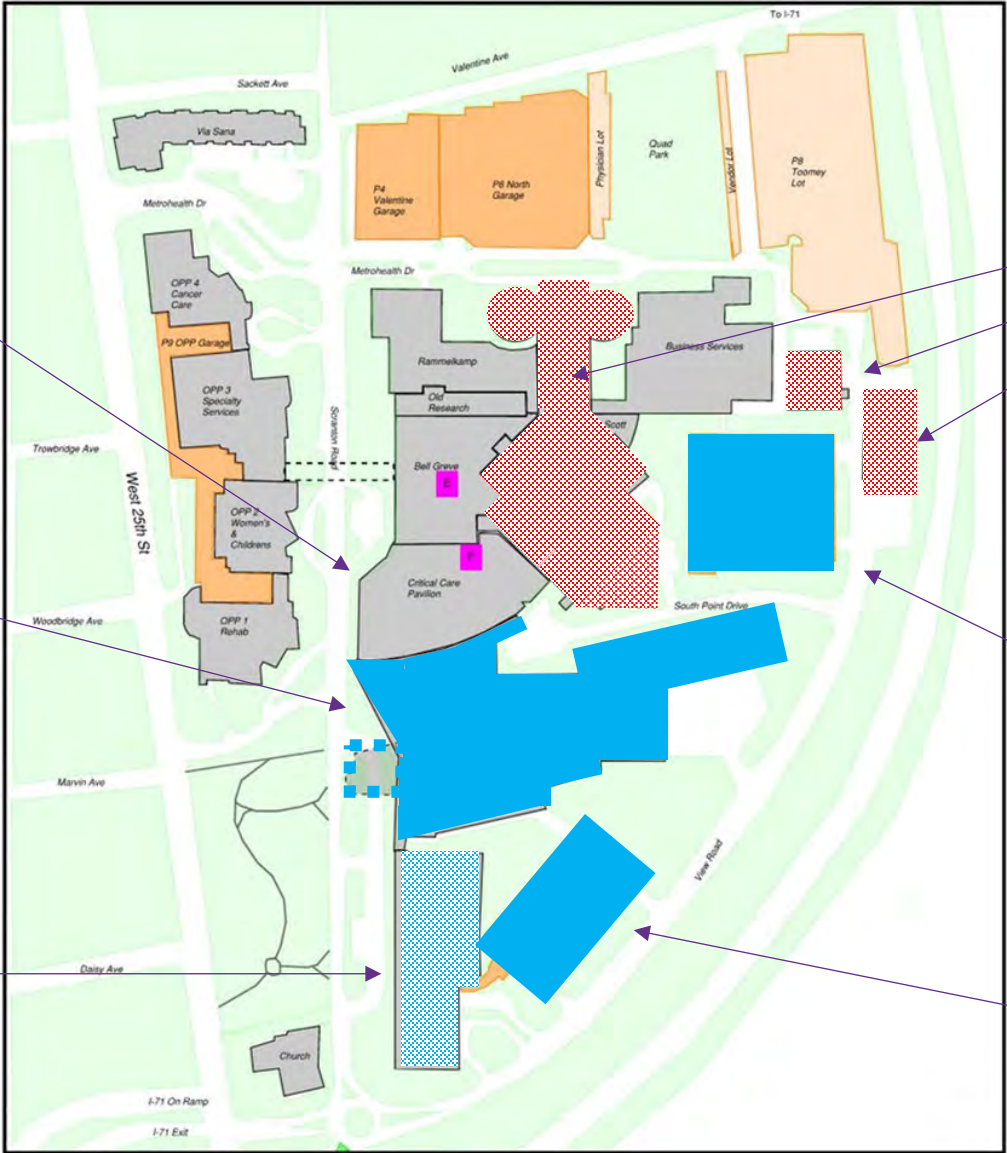
B. SHELL

Level 2: Group Elements	Level 3: Individual Elements	Level 4: Sub-Elements
B10 Superstructure	B1010 Floor Construction	B1011 Suspended Basement Floors Construction B1012 Upper Floors Construction B1013 Balcony Floors Construction B1014 Ramps B1015 Exterior Stairs & Fire Escapes B1016 Floor Raceway Systems B1019 Other Floor Construction
	B1020 Roof Construction	B1021 Flat Roof Construction B1022 Pitched Roof Construction B1023 Canopies B1029 Other Roof Systems
B20 Exterior Enclosure	B2010 Exterior Walls	B2011 Exterior Wall Construction B2012 Parapets B2013 Exterior Louvers, Screens & Fencing B2014 Exterior Sun Control Devices B2015 Balcony Walls & Handrails B2016 Exterior Soffits
	B2020 Exterior Windows	B2021 Windows B2022 Curtain Walls B2023 Storefronts
	B2030 Exterior Doors	B2031 Glazed Doors & Entrances

Critical Care Pavilion
Complete

The Glick Center
Complete

Outpatient Health Center
(Apex Project)
Under Construction



Demolition, Abatement &
Façade Replacement
Planning & Scope Development

View Road Employee
Parking Garage
Complete

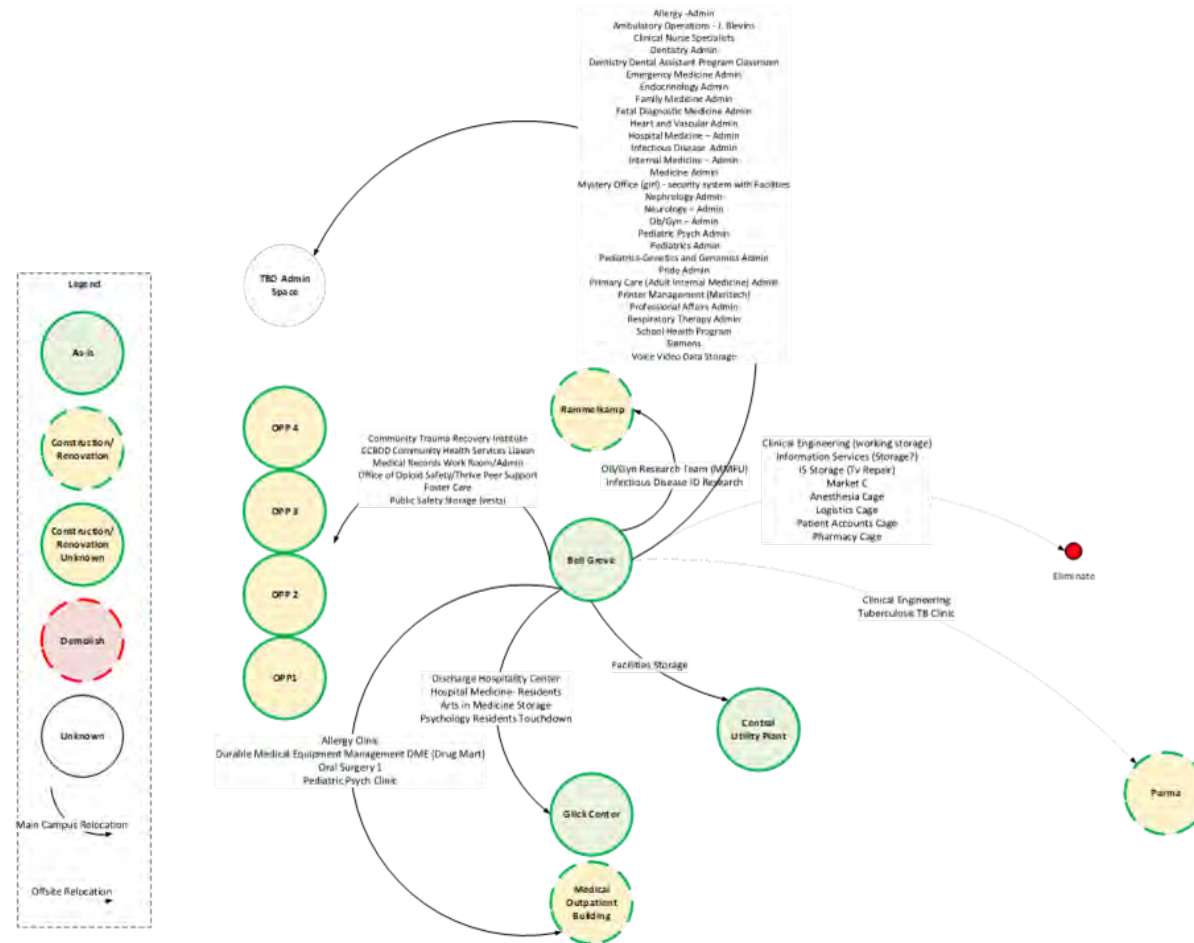
Apex Visitor Parking Garage
Complete

Main Campus Legacy Buildings

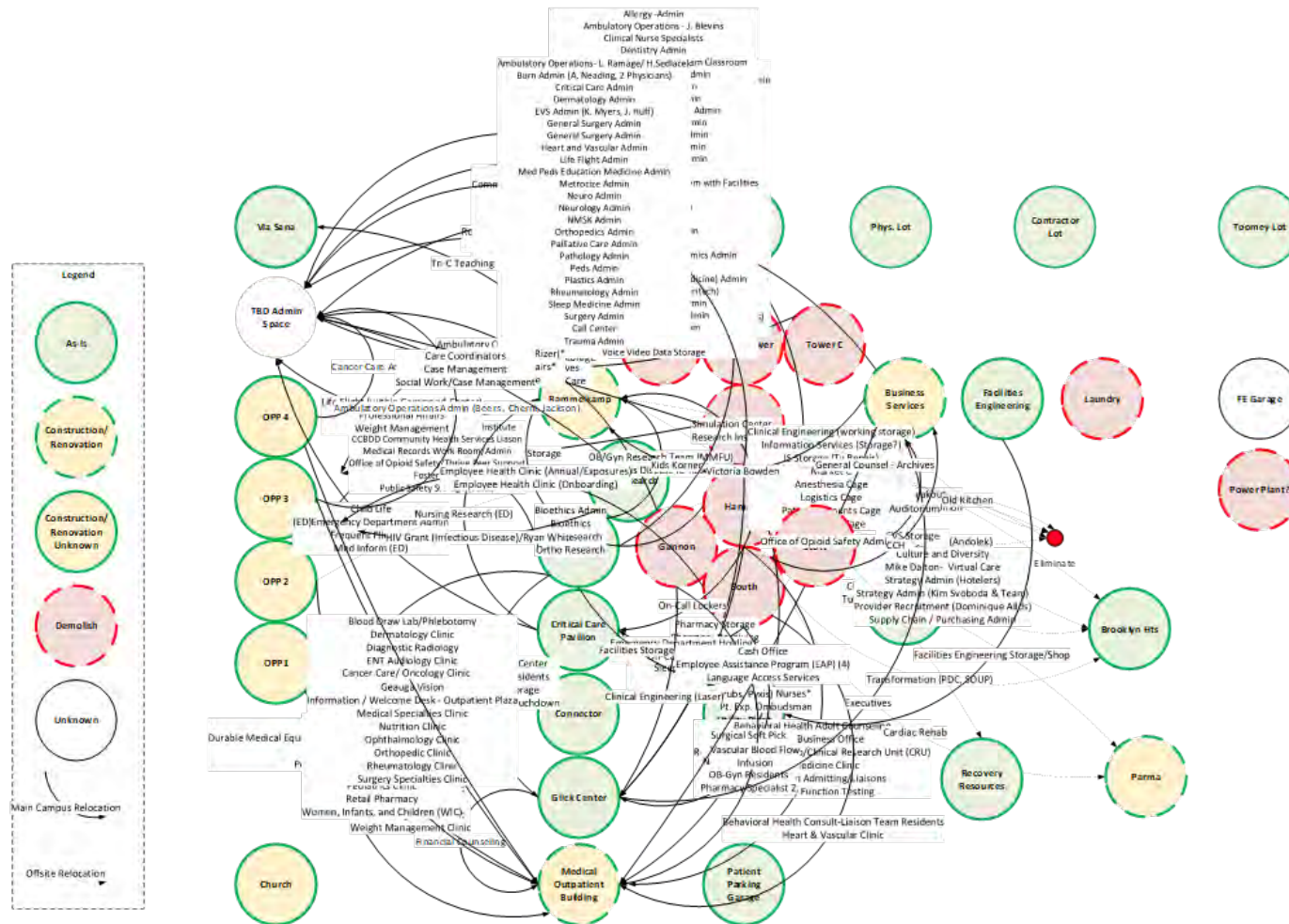
- **Legacy Buildings Proposed to Remain**
 - Rammelkamp - Research, Education & GME
 - Existing Outpatient Pavilion – Administrative & Community-Facing Functions
 - Business Services Complex – Administration & Support Functions
 - Bell Greve – Clinical Support, Administration

- **Legacy Buildings Proposed to be Demolished**
 - Core A, Tower B & Tower C, Scott Auditorium
 - Laundry Building & Power Plant
 - Hamann, Gannon, South

SOUP Relocation Planning – Bell Greve Notional Diagram



SOUP Relocation Planning – Main Campus Notional Diagram



Relocation Planning – Considerations

Stakeholder Management: Maintain open lines of communication with all stakeholders to ensure transparency, gain buy-in, and manage expectations throughout the process.

Rightsizing: Evaluate business process and current space utilization in order to provide adequate space and support in new locations.

Operational Continuity: Ensure patient care and hospital operations continue smoothly during construction and transitions.

Technology Integration: Integrate modern technology and infrastructure into new locations while managing compatibility with existing systems.

Phased Implementation: Coordinate a phased approach to minimize disruption to ongoing operations while transitioning to other facilities.

Contingency Planning: Prepare contingency plans for potential risks of work within existing buildings.

2024 Q4 & 2025 Q1 Priorities

- **The Glick Center**
 - Close out the construction contract
- **Campus Parking & Open Space**
 - Open Space Concept Studies
 - Continue Community Engagement
- **Ambulatory Enabling Projects**
 - Complete remaining Parma and Beachwood Projects
- **Outpatient Health Center**
 - Continue Interior Construction & Loading Dock Work
 - Complete GMP Change Order for all remaining Construction
 - Continue Activation Planning
- **Main Campus Legacy Buildings**
 - Continue Planning for relocation of programs and departments
 - Planning & Design for utility and infrastructure re-routing





MetroHealth

Facilities Management Update

Facilities & Planning Committee November 20, 2024

Karen Dethloff, VP System Facilities Operations & Management

Major FM Departmental Accomplishments

We are wrapping up the comprehensive facilities assessment, and we expect it to be completed by year's end.

The Facilities management team have spent the majority of their time working on capital projects and the comprehensive facilities assessment. The total number of capital projects in 2024 have increased by 183% over 2023.

Donna Gerengher, Manager Facilities Fire Protection Systems presented at the Ohio Society of Healthcare Facilities Managers Annual Conference on October 31. Her presentation was entitled Lithium-Ion Batteries on Healthcare Campuses.

Karen Dethloff chaired the American Society of Healthcare Engineering's Annual Innovation Conference Abstract review team for Energy Management and Sustainability. The conference will be in Columbus, Ohio July 27-30, 2025.

Other Significant FM Departmental Accomplishments

Supported the re-occupation of the K-building and re-keyed the 1st floor.

Bell Greve flood - managed abatement, demolition, and are overseeing the replacement of electrical components, walls, flooring, cabinetry, and repainting. We will support the re-occupation of the space in coordination with SOUP and the Campus Transformation team.

Transferred all our FM alarms (BAS and Fire). They are now going through Everbridge and to staff phones rather than pagers yielding a savings of \$3,120/mo.

W. 150th ASC HVAC system issues – developed a program to manage temperature and humidity manually until a major capital improvement project can be completed in Jan. '25.

Oversaw a major gas line repair at the old Powerhouse. Staff ran on old boilers on fuel oil 24/7 for about a week until line replaced.

Glick Kitchen exhaust - Developed a ductwork patching system that saved over \$100,000 compared to replacing ductwork over the Microscope room in the lab.

Parma MRI - Kept the MRI chiller equipment working with no load for over seven days until parts to effect MRI repairs came in.

Staffing Information

Staffing Metrics 2024 Year-to-Date Status:

- 6 open positions – expect to fill two in Dec.
 - Maintenance Mechanics
 - Electricians
 - Electronics Tech
 - HVAC Tech
- 2 Retirements expected in Q4
- 4.8% vacancy rate
- 2.0 FTEs/week out on FMLA/WC

FM Capital Projects Initiated in 2024

241 Major & Minor Projects – valued at \$13,938,261

Facilities initiated more capital projects in 2024 than in any prior year. To date, we have almost doubled the total number of 2023 projects of 132.

In addition to the routine replacement of aged/failed infrastructure, the Facilities team has taken on some very large projects: upgrading the system's building automation system, upgrading the CCP generators, OPP security upgrades, upgrading the HVAC system at the W. 150th ASC, and replacing the line isolation monitors in Main's ORs.

To date this includes over \$6.8M of planned 2024 capital projects or approximately half the year-to-date spend. The remaining projects were emergency repairs and were addressed with contingency and minor capital funds.

Monetary Grouping of Projects:

173 Minor cap (<\$25K) 48 Contingency (\$25 – \$100K) 20 Strategic (>\$100K)

FM Project Sleep Center Before



FM Project Sleep Center Before & After



