

The MetroHealth System Board of Trustees

FACILITIES AND PLANNING COMMITTEE

April 9, 2025

12:00-2:00 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.-R, Artis Arnold, III-I, John Moss-I, Michael Summers-I

Staff: Christine Alexander, M.D.-I, Robin Barre-I, James Bicak-I, Peter Benkowski-I, Victoria Bowser-I, Chris Briddell-I, John Chae, M.D.-R, Karen Dethloff-I, David Fiser-R, Joseph Golob, M.D.-I, Eileen Hayes-I, Derrick Hollings-I, William Lewis M.D.-I, Candace Mori-I, M.D.-I, Brian Rentschler-I, David Stepnick, M.D., Tamiyka Rose-I, Deborah Southerington-I, James Wellons-I, Donald Wiper, M.D.-I, Greg Zucca-I

Guests: Stephanie Tantillo-R, Devann Marchand-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.)

I. Approval of Minutes

The minutes of the January 15, 2025, Facilities and Planning Committee meeting with the clarifications noted were approved as submitted.

II. Information Items

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

Mr. Bicak provided an update on Campus Transformation 2.0 initiatives. The Certificate of Final Completion for The Glick Center project has been approved by the project architect, HGB Associates. MetroHealth is now completing its review. The Final

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Payment application, including all required closeout documents, has been reviewed internally by MetroHealth. RSM is now completing its review in preparation for Final Payment. The amount to be returned to MetroHealth from the GMP agreement is expected to be \$5,558,122.97.

Mr. Bicak provided an update on construction of the Outpatient Health Center (OPHC). Work continues with about 80 personnel on site daily. The steel structure is in place for the Loading Dock and the pedestrian Connector to the garage. Underground work is complete, and formwork is in place for the concrete slabs. Exterior roofing and wall installation are beginning.

Interior construction has progressed significantly since the last Board meeting. Wall framing on the 4th and 5th floors is now substantially complete, and installation of door frames on the 5th floor is in progress. Revisions to existing wall framing on the lower floors are in progress. In-wall rough-in of Mechanical, Electrical and Plumbing systems (MEP) continues on the 4th and 5th floors, and overhead MEP work is in progress throughout. At this time there are no issues related to the availability of building materials. The contractor is currently monitoring the market for metal products and wood that are used for doors and cabinetry. Mr. Summers asked about the status of medical equipment orders. Ms. Hayes replied that procurement is in progress now so that we may lock in pricing as best we can. Furniture is currently out for competitive bidding with responses due Friday, April 11th.

Mr. Bicak provided an overview of the upcoming construction activities for the OPHC. External enclosure and interior construction of the Loading Dock and Connector will continue as planned. Drywall installation on the 5th floor and door frame installation on the 4th floor will begin. As wall revisions are completed on the lower floors, re-installation of casework, cabinetry and doors will begin. MEP work on distribution systems will continue throughout. The planned schedule for the temporary certificate of occupancy is February 13, 2026.

Ms. Hayes provided an update on Transition Planning and Activation activities for the OPHC. These currently include equipment and furniture procurement, and validation meetings for I.S. devices. Artwork coordination, interior signage and wayfinding are in process. HBS has been engaged as a consultant to assist in Transition Planning and execution of the process, and Ms. Hayes presented an organizational chart illustrating the committee structure. The Executive Leadership team makes up the majority of the

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Steering Committee, and the Operations Committee is expanded to include all those with key leadership responsibility for the new OPHC. The framework was developed to support collaboration and effective operations across the departments and services. Operational workflows will be assessed through the Operations Committee including patient wayfinding and arrival. “Day-In-The-Life” departmental training activities will be planned to fully prepare staff for building opening. Also included as part of Activation Planning, is decommissioning of areas left behind when departments move to the OPHC. This will support re-occupation of the current Outpatient Plaza with programs from the Legacy Buildings. Decommissioning will include disposing of obsolete equipment and supplies no longer of use.

Ms. Hayes provided an update on the Ambulatory Enabling Projects. Renovation of the Heart and Vascular Clinic at Parma is scheduled for completion in early September, as is the renovation of the Pain Management Clinic. The MetroHealth Autism Assessment Clinic (MAAC) expansion on the 2nd floor of Parma is complete and awaiting furniture and I.S. device deliveries. Conceptual planning and schematic design for the Parma MRI replacement is in process, and stakeholders are evaluating space requirements for the expansion of Physical Therapy. The Medical Specialties and Pain Management Clinic projects, located on the 3rd floor at Beachwood, are both in the process of completing construction documents.

The Planning, Design and Construction team is working on additional projects that support Campus Transformation 2.0. Space and systems modifications are in progress at the Behavioral Health Center in Cleveland Heights to enhance operational capability of the inpatient units and improve staff safety. These include creation of additional seclusion rooms, a nutrition station, and lockers for patient belongings. The MHPD communication system is also being upgraded. Mr. Summers inquired about the interoperability of our police department’s communications with municipal partners. Ms. Hayes replied that MHPD and our Emergency Management Services work closely with all regional agencies.

Design for refurbishment of the Main Campus Emergency Department is now in progress, and it will also include functional modifications. The main entry will be revised to improve pedestrian flow into the building, through a security screening area and to the ED registration desk. Dr. Alexander asked Ms. Hayes to speak more about how security will be enhanced in the entry area. Ms. Hayes noted MetroHealth is more advanced than many hospitals because it is a Level 1 trauma center in an urban setting.

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In coordination with MHPD, the Evolve weapons detection system will be integrated into the building walk-in entry, and new technology is being evaluated which can effectively scan patients on carts at the emergency entry. In addition, bullet resistant glazing will be installed at the registration desk and at key exposed areas. Dr. Wiper noted he has received feedback from patients and families who say the entry is like that of a jail, and this project would be a good opportunity to discuss how to change that. Ms. Hayes noted the goal is to also make the entry more patient friendly for access to women's and children's programs, and the satellite retail pharmacy. Improvements to the ambulance entry and to the behavioral health area are also included in the design, as well as enhancements to the Clinical Decision Unit to improve capacity. The planning process includes participation from providers and caregivers in the ED, as well as personnel from Security and Patient Experience. The schematic design phase will continue through June. Design development is scheduled for June through August, and construction documents will be completed by the end of November. Construction for Phase I will take approximately nine months to complete.

The Outpatient Plaza Refresh Project - Phase 1 will include Infrastructure upgrades to the elevator system, selected building mechanical systems, replacement of the entry doors and vestibules at the Atrium, and new interior finishes in common areas and selected clinic areas. The budget for this phase is \$12 million.

Ms. Hayes provided a brief update on the exterior signage project currently in progress and planned to complete by the end of 2025. The project will standardize exterior brand signage throughout the MetroHealth system. Contracts to provide wayfinding and interior signage for all the buildings are in process. This work will improve wayfinding for patients and visitors.

A new PET/CT scanner will be added to the Imaging Department on the ground floor of The Glick Center. The area was originally built as shell space to accommodate future expansion. The equipment selection is underway. An RFQ is being prepared to engage an architect and engineer for the planning and design work. A timeline will be provided at the next board meeting.

Mr. Bicak provided an update on the campus parking noting the changes that will occur once the Outpatient Health Center opens. The objective will be to align parking with patient and staff destinations. The Apex P-1 and OPP P-9 garages, adjacent to The Glick Center and the OPHC, provide the most convenient access for patients and visitors.

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Staff will be re-aligned in the remaining garages. A consultant will be engaged to analyze vehicle traffic and pedestrian flow on campus as well as recommend options for parking management. Mr. Bicak also noted MetroHealth purchased a new accessible shuttle bus for its Campus Shuttle program with 15 seats including two for wheelchair users.

Mr. Bicak provided a brief update on the Campus Open Space Planning. City Architecture has continued its analysis of the campus including pedestrian utilization, campus functional zones, future development opportunities and current exterior space use. Concepts for improvements along 25th Street and the open space across from The Glick Center are in development.

Mr. Bicak provided an update on planning activities regarding the Main Campus Legacy Buildings. The Space Optimization Utilization & Planning (SOUP) is continuing work on the plans for relocating departments once the OPHC opens and clinics relocate from the OPP. The Towers, Core, Hamann, Gannon and South can be vacated and demolished. Engineering analysis of how these buildings can be disconnected from infrastructure and utility systems, while maintaining service to the buildings that remain, is in progress.

The Q1 2025 Campus Transformation Priorities are as follows. Close out of The Glick Center construction contract. Continue collaboration with MH advisory groups on campus parking and open space concept development. Complete design for Parma and Beachwood projects as part of the Ambulatory Enabling program. Continue construction, transition planning, and activation planning for the Outpatient Health Center. Continue with the planning and design necessary to relocate remaining main campus departments, and plan infrastructure revisions to vacate the remaining Legacy buildings.

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

Ms. Dethloff summarized the Facilities Management staffing metrics. Two open positions were filled with an electrician and an HVAC technician. A third open position is the Director for Environmental Health & Safety, and candidates are now being interviewed. One to three staff members may retire in Q2 2025. The vacancy rate is 2.5%. Currently, there are 1.7 FTEs out on FMLA or Workers Compensation.

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Ms. Dethloff provided an update on Facilities capital projects. To date, 57 projects have been initiated with a total value of over \$3 million. The majority are for repairs or replacement of failed infrastructure components. The Boiler Replacement in the Powerhouse, which supports the Legacy buildings, is a strategic project as is replacement of the Line Isolation Monitors for the main campus ORs. Upgrades to the building automation system and for the CCP generators are on-going.

Ms. Dethloff provided a summary of the Gordian Facility Condition Assessment which included 83 assets owned or leased by MetroHealth. This project evaluated the condition of each asset, determined what improvements were needed, including their associated costs, and provided an initial prioritization of those improvements. The assessment used industry standards and cost data adjusted for Cleveland to establish a Facility Condition Index (FCI) for each building, thereby illustrating the relative condition of each individual asset. The Gordian software will allow MetroHealth to develop cost model options for any of its buildings ranging from one to twenty years. The organization will be able to use this information to provide decision support for strategic initiatives and for planning investments over time in our buildings.

III. 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. Summers made a motion to go into Executive Session which Mr. Arnold, III, seconded. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 1:31 pm.

Following Executive Session, the meeting was reconvened in open session at 1:52 pm.

IV. Recommendation/Resolution Approvals

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

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

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- B. Recommendation to the President and CEO of The MetroHealth System to approve the Renewal of Lease in Beachwood, Ohio

Mr. Bicak presented the recommendation for the approval of the renewal of lease in Beachwood, OH. After discussion, the Committee approved the recommendation for full Board action.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 1:57 pm.

NEXT MEETING: Wednesday, August 13, 2025 – 12:00 pm - 2:00 pm
MetroHealth Board Room (K107) or via Zoom

Respectfully submitted,

E. Harry Walker, MD, Chairperson
Board of Trustees