



# The MetroHealth System

## Board of Trustees

Wednesday, April 9, 2025

12:00pm - 2:00pm

The MetroHealth System Board Room K-107 or via YouTube Stream

## Facilities & Planning Committee

### Regular Meeting

# The MetroHealth System Board of Trustees

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## FACILITIES & PLANNING COMMITTEE

**DATE:** Wednesday, April 9, 2025

**TIME:** 12:00pm – 2:00 pm

**PLACE:** The MetroHealth System Board Room K-107 / via YouTube Stream:  
<https://www.youtube.com/@metrohealthCLE>

### AGENDA

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

Committee Meeting Minutes of January 15, 2025

#### **II. Information Items**

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

#### **III. Executive Session**

Return to Open Meeting

#### **IV. Recommendation/Resolution Approvals**

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

# The MetroHealth System Board of Trustees

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## FACILITIES AND PLANNING COMMITTEE

January 15, 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, Maureen Dee-R, Sharon Dumas-R, Ron Dziedzicki-R, John Moss-R, Michael Summers-R

Staff: Christine Alexander, M.D.-R, Robin Barre-R, James Bicak-R, Victoria Bowser-R, Chris Briddell-R, Robert Bruce, M.D.-R, John Chae, M.D.-R, Karen Dethloff-R, David Fiser-R, Joseph Golob, M.D.-R, Eileen Hayes-R, Derrick Hollings-R, William Lewis, M.D.-R, Mary Jo Murray-R, Allison Poullos-R, Brian Rentschler-R, Tamiyka Rose-R, Ronald Walker-R, Deborah Southerington-R, James Wellons-R, Greg Zucca-R

Guests: Stephanie Tantillo-R, Devann Marchand-R, David Luke-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 November 20, 2024, 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 the Campus Transformation 2.0 initiatives. Turner Construction has submitted the final pay application for The Glick Center project. After review of the application by MetroHealth and RSM to ensure it is complete and correct, MetroHealth will approve payment, and the construction contract will be closed out. Stakeholder meetings began in October 2024 for the Emergency Department Refresh

## The MetroHealth System Board of Trustees

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and Renovation project. The focus has been on clarifying the extent of the work for the project, and the scope will be finalized before end of Q1 2025. The Outpatient Rehabilitation department in the Outpatient Plaza (OPP) will remain in its current location and will be refreshed to improve the patient experience. Mr. Summers questioned the extent to which the building is being refreshed. Mr. Bicak replied the focus is on upgrading the building's interior finishes and lighting. Also, included are upgrades to the building mechanical systems including ventilation and electrical systems which are needed to improve comfort and extend the life of the building.

Mr. Bicak provided an update on construction of the Outpatient Health Center. Foundation work for the loading dock and pedestrian connector continue. The brick paver installation at the entry drive is complete. Interior construction is in progress including revisions to the existing walls on the lower levels to widen corridors. Mechanical, electrical and plumbing systems will be modified, as well. Door frames, casework and accessories will be salvaged and reused as walls are relocated. Overhead steel support is being installed for pediatric therapy swings and for imaging equipment. Mr. Dziedzicki asked why changes to toilets rooms, casework, and doors was necessary. Mr. Bicak replied building was originally designed meet medical office building (MOB) code requirements. The revised design upgrades the building meet ambulatory care facility requirements. The wider corridors provide access for patients arriving on carts, and the revised systems allow for the establishment of additional treatment rooms that would not have been permitted under the MOB classification. Mr. Dziedzicki asked Mr. Bicak to provide an estimate of the project change order and how it was approved at the next Board meeting. Ms. Dumas and other board members requested information regarding the change order process including approvals. Mr. Bicak will report on the process at the next board meeting.

Mr. Bicak reviewed the Outpatient Health Center construction activities planned for the next 90 days. Work on the loading dock and pedestrian connector continues, including procurement of the exterior enclosure system and temporary roofing. Interior wall installation is in progress on the upper floors and will continue with the lower floors. Structural steel for support of imaging equipment is being installed, and additional interior doors and frames are being procured for the revised design. Work on mechanical, electrical and plumbing systems continues on levels 4 and 5. Mr. Bicak stated the project is on schedule.

## The MetroHealth System Board of Trustees

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Mr. Bicak provided an update on Transition Planning and Activation for the Outpatient Health Center. The operational assessment of existing clinics was completed in December 2024. Final medical equipment validation meetings are scheduled from January 15 thru February 7, 2025. A competitive bid process for furniture acquisition will begin by end of Q1 2025. Operational workflow stakeholder meetings will begin in March in preparation for move-in and the start of operations within the building.

Mr. Dziedzicki asked if there were any conclusions from the recently completed Joint Commission survey that would need to be implemented in the Outpatient Health Center while still under construction. In response, Mr. Bicak noted the team has been involved in the Life Safety and Environment of Care aspects of the survey, and the building has been designed in accordance with the current requirements. Compliance with requirements will continue to be monitored during construction as we prepare for a Joint Commission review once the project is complete.

Mr. Bicak provided an update on the Ambulatory Enabling Projects. The MetroHealth Autism Assessment Clinic (MAAC) expansion on the 2nd floor of Parma is complete and activation will be initiated before end of Q1 2025. Bidding for the Heart and Vascular Clinic at Parma is planned to complete Q1 2025, and bidding for the Pain Management completion is planned for Q2 2025. Beachwood Express Care Phase 2 activation is scheduled for January 20, 2025. Construction documents for the Medical Specialties and Pain Management Clinics were submitted for permit on January 6, 2025.

Dr. Walker asked if there have been any further parking-related complaints, and Mr. Rentschler replied he has not received any complaints recently. Changing parking deck assignments and implementing additional shuttle service provided a more efficient way to patients to get from parking to the main entrance. Dr. Alexander mentioned she did receive a note from a patient who ended up at the wrong garage. The instructions from MyChart had not been updated to align with current parking assignments, and the shuttle no longer stopped at that garage. Dr. Alexander requested that parking-related communication be updated and consistent. She did note the patient was complementary of the staff, and the staff assisted the patient.

Mr. Bicak provided an update on campus parking and open space planning. An analysis of the existing open spaces on campus, including current use and potential opportunities, has been complete. Mr. Bicak asked Mr. Zucca to provide an update on community discussions. Mr. Zucca stated the planning process will include re-

## The MetroHealth System Board of Trustees

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evaluation of the open spaces on campus and, particularly, the green space in front of Glick. The Clark/Fulton Neighborhood Master Plan recommendations are being applied to the campus to guide concept development of engaging spaces. Discussions continue with Metro West Community Development Organization, Councilwoman Jasmine Santana, the City of Cleveland Planning Department, several community ambassadors, and the Cleveland Foundation. Opportunities for public art on the MetroHealth campus are also a part of the plan. The Joyce Foundation awarded a grant to work with a Puerto-Rican born artist for design of a bus shelter. The proposed location is the corner of South Point Drive and Scranton. Work is also in progress with Land Studio and local artists to create a mural to be installed on Via Sana, the affordable housing complex located at MetroHealth Drive and West 25th Street. Dr. Walker asked if the community feels connected and if there are any concerns. Mr. Zucca responded that while the community is disappointed the grand park plan has not been implemented, they are aware of the hospital's, patients', and community's needs. Dr. Walker noted that COVID had a significant impact on the amount and types of space needed on campus.

Mr. Bicak provided an update on the Main Campus Legacy Buildings. Campus Transformation is in the process of re-evaluating space needs of the departments and recommendations for relocation. Some non-clinical functions need to remain on campus, and other functions can be moved off-campus. The leadership team is engaged and will help in decision making. Mr. Dziedzicki asked whether buildings slated for demolition could be reused to expand research for dry labs or wet labs. Dr. Alexander replied that the high school, currently located in Rammelkamp, may be moved to the Outpatient Pavilion. Other Rammelkamp space may also be converted to research use. The Space, Optimization, Utilization, and Planning Team (SOUP) is leading the process, and the plan is intended to position the organization for future development in accordance with the current master planning initiative. Stakeholder representatives are being interviewed to understand operational needs and space allocation will include consideration for storage, equipment, security and ancillary uses.

Mr. Bicak informed the Board that the Gordian Group, Inc, completed the facility condition analysis process of the existing facilities. The analysis will guide decisions on the infrastructure investments needed for facilities MetroHealth will keep in operation. In addition, a separate analysis is in progress that will identify revisions needed for the utility systems that serve these buildings. Building utilities such as steam from the existing Power House and chilled water from the Towers run through buildings to be demolished to buildings that will remain.

# The MetroHealth System Board of Trustees

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

Ms. Dethloff provided an update on major accomplishments in the Facilities Management Department. The focus recently has been on the Joint Commission Survey. In addition, the year closed out with 282 capital projects initiated which is 113% more than in 2023. The value of the work is \$17.2 million compared with \$9.1 million in 2023. Ms. Dethloff is reviewing the 2025 capital plan with the Finance Team.

### **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. Ms. Dumas made a motion to go into Executive Session which Mr. Summers seconded. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 12:45 pm.

Following Executive Session, the meeting reconvened in open session at 1:10 pm.

### **IV. Recommendation/Resolution Approvals**

- A. Recommendation to the President and Chief Executive Officer of The MetroHealth System to approve the Expenditures for Design, Fabrication, and Installation of Interior and Exterior Signage.

Mr. Bicak presented the recommendation for the approval of the expenditures for design, fabrication, and installation of interior and exterior signage. 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 1:11 pm.

**NEXT MEETING:      Wednesday, April 9, 2025 – 12:00 pm - 2:00 pm  
MetroHealth Board Room (K107) or via Zoom**

Respectfully submitted,

E. Harry Walker, MD, Chairperson  
Board of Trustees



# MetroHealth

Campus Transformation 2.0 Update

Facilities & Planning Committee April 9, 2025

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James Bicak, AIA

SVP, Facilities, Construction & Campus Transformation





## Campus Transformation 2.0 - Updates

- The Glick Center
  - Contract Closeout
- Outpatient Health Center
- Ambulatory Enabling Projects
  - Beachwood
  - Parma
- Planning, Design & Construction Projects
- Campus Parking, Open Space & Legacy Buildings Updates





## The Glick Center Close-Out

- Turner Construction Contract Closeout
  - The Certificate of Final Completion has been approved by the project architect, HGB Associates. MetroHealth is now completing its review.
  - The Final 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 final amount returned to MetroHealth from the GMP agreement is \$5,558,122.97





# Apex 2.0 Outpatient Health Center – Construction Update

## Current Construction Activities

### ▪ Loading Dock & Exterior Work

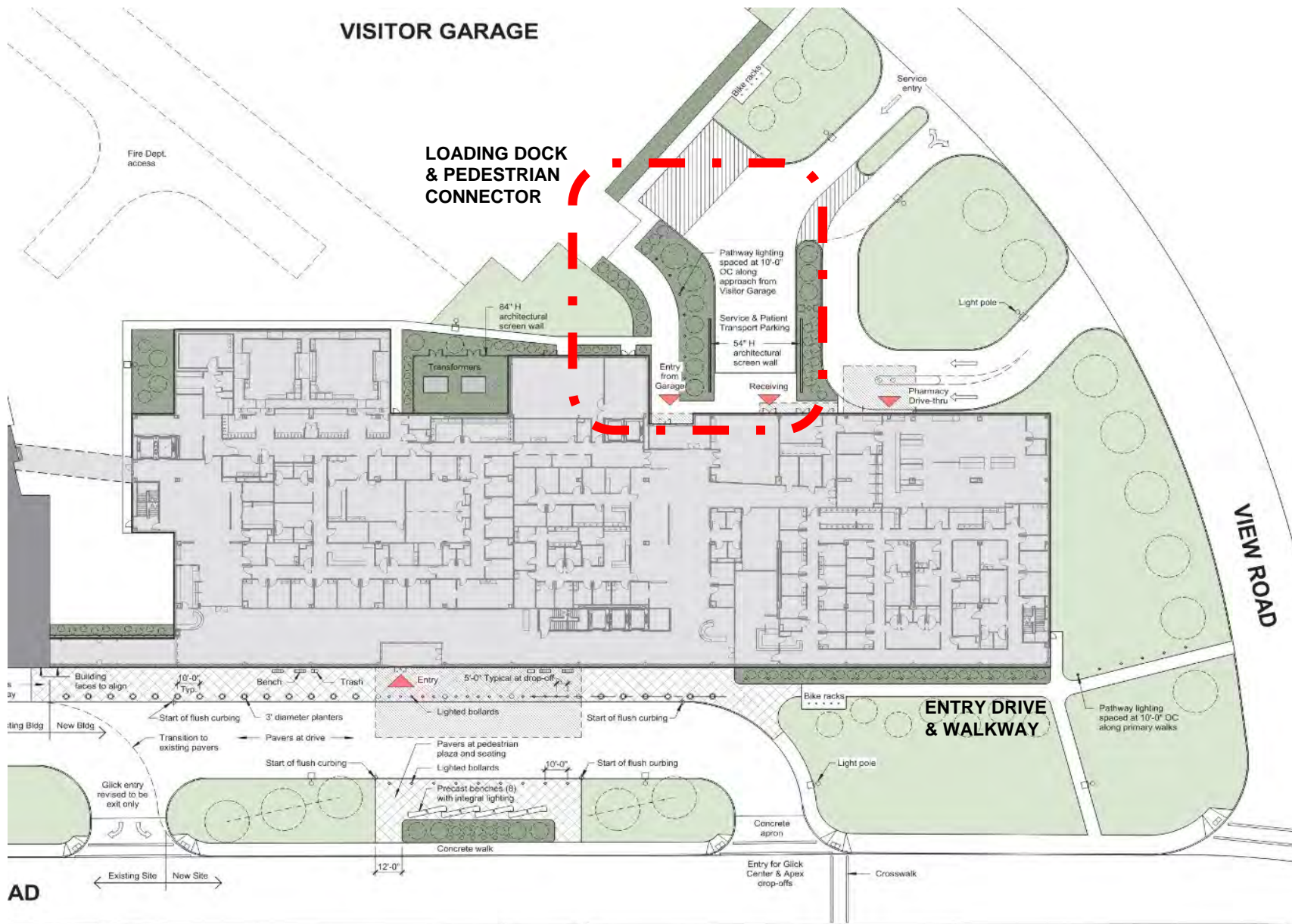
- CMU Veneer Wall System Fabrication and Curtainwall Fabrication
- Torch Applied Roofing Vapor Barrier
- Subgrade Leveling / Reinforcement and Underground Electrical & Plumbing

### ▪ Interior Construction

- 5th Floor Door Frame Installation and 3<sup>rd</sup> Floor X-Ray Support Steel Installation
- Rework of Metals Studs on 3rd Floor and New Wall Layouts 2nd & 3rd Floors
- Removal/Salvage of Door Frames
- Removal/Salvage of Casework & Toilet Accessories

### ▪ Mechanical, Electrical, Plumbing Systems (MEP)

- In-Wall MEP Rough-In on Floors 4 & 5
- Rework of Overhead MEP Rough-In on Floors 3 & 4
- Long-Lead Electrical Equipment Fabrication



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 Theranostics	
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	
		SCRANTON ROAD				
		NORTH		SOUTH		



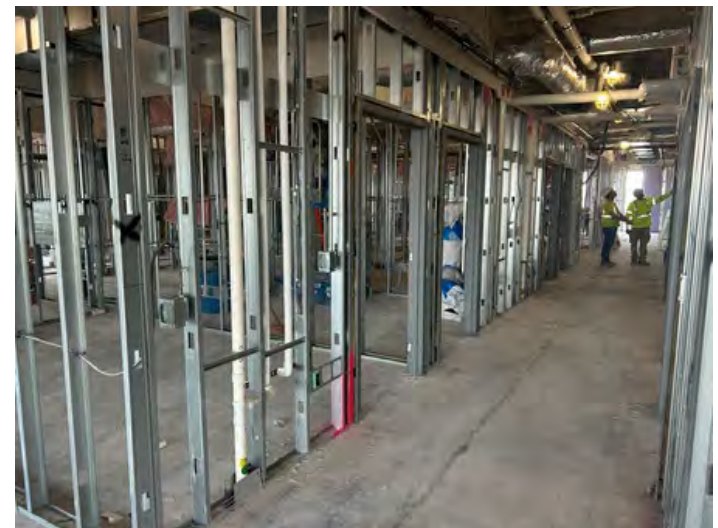


Loading Dock & Pedestrian Connector Steel Structure



Preparations for Concrete Slab-on-Grade





4<sup>th</sup> & 5<sup>th</sup> Floors  
Interior Wall Framing  
Door Frame Installation  
Overhead MEP Systems



Lower Floors  
Overhead MEP Systems  
New Wall Framing  
Reworked Wall Framing

# **Apex 2.0 Outpatient Health Center – Construction Update**

## **Upcoming Construction Activities**

### **▪ Loading Dock**

- Concrete Slab on Grade
- Loading Dock Exterior Framing and Sheathing

### **▪ Interior Construction**

- 5th Floor Drywall Installation
- 4th Floor Door Frame Installation
- New Wall Layout on Ground and 1st Floors
- Hollow Metal Door Frame Procurement

### **▪ Mechanical Electrical Plumbing Systems (MEP)**

- Overhead MEP Rough-In on Floors 2 & 3



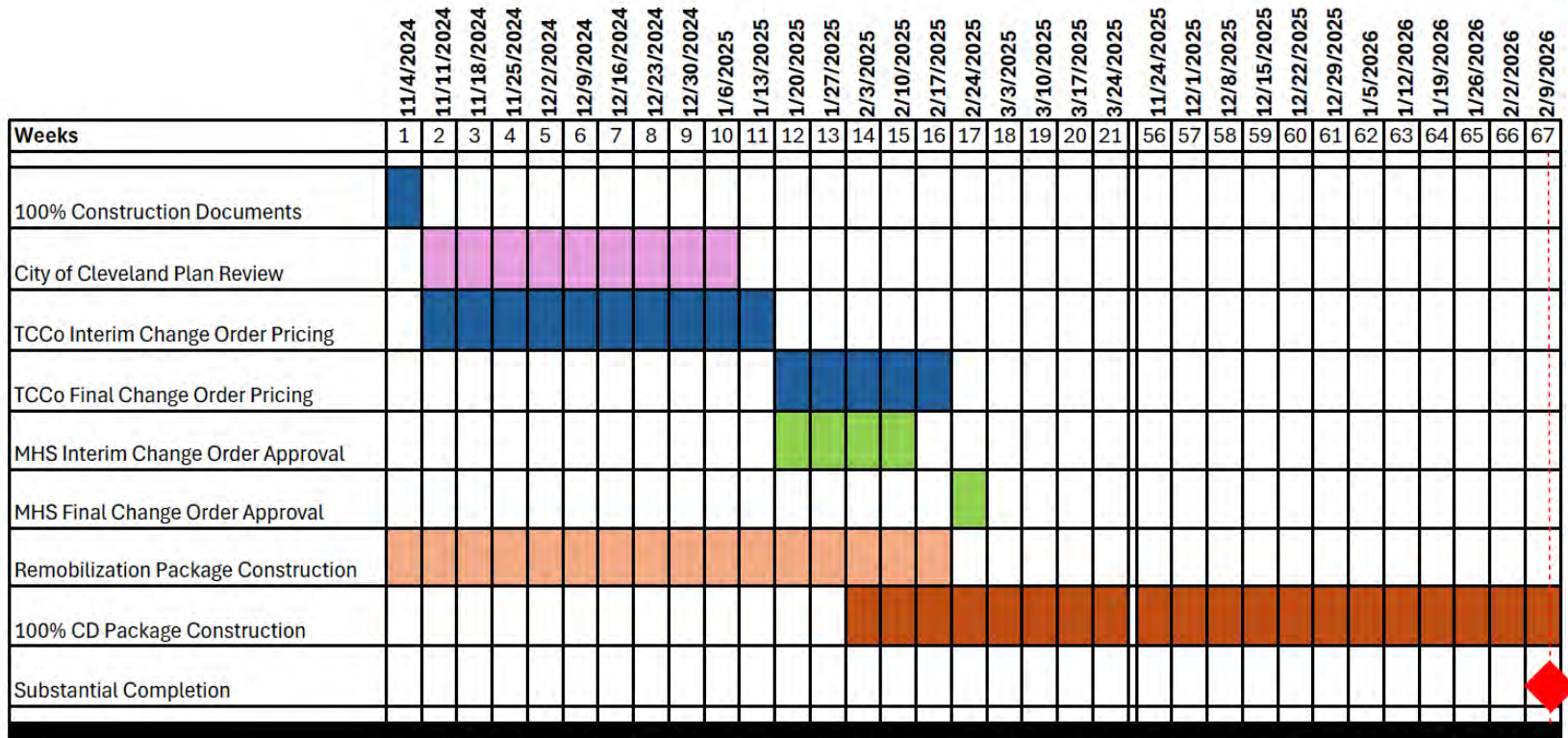
# MHS Apex 2.0 Project Schedule

03/28/2025

**Turner**

PERSPECTUS

CBLH DESIGN

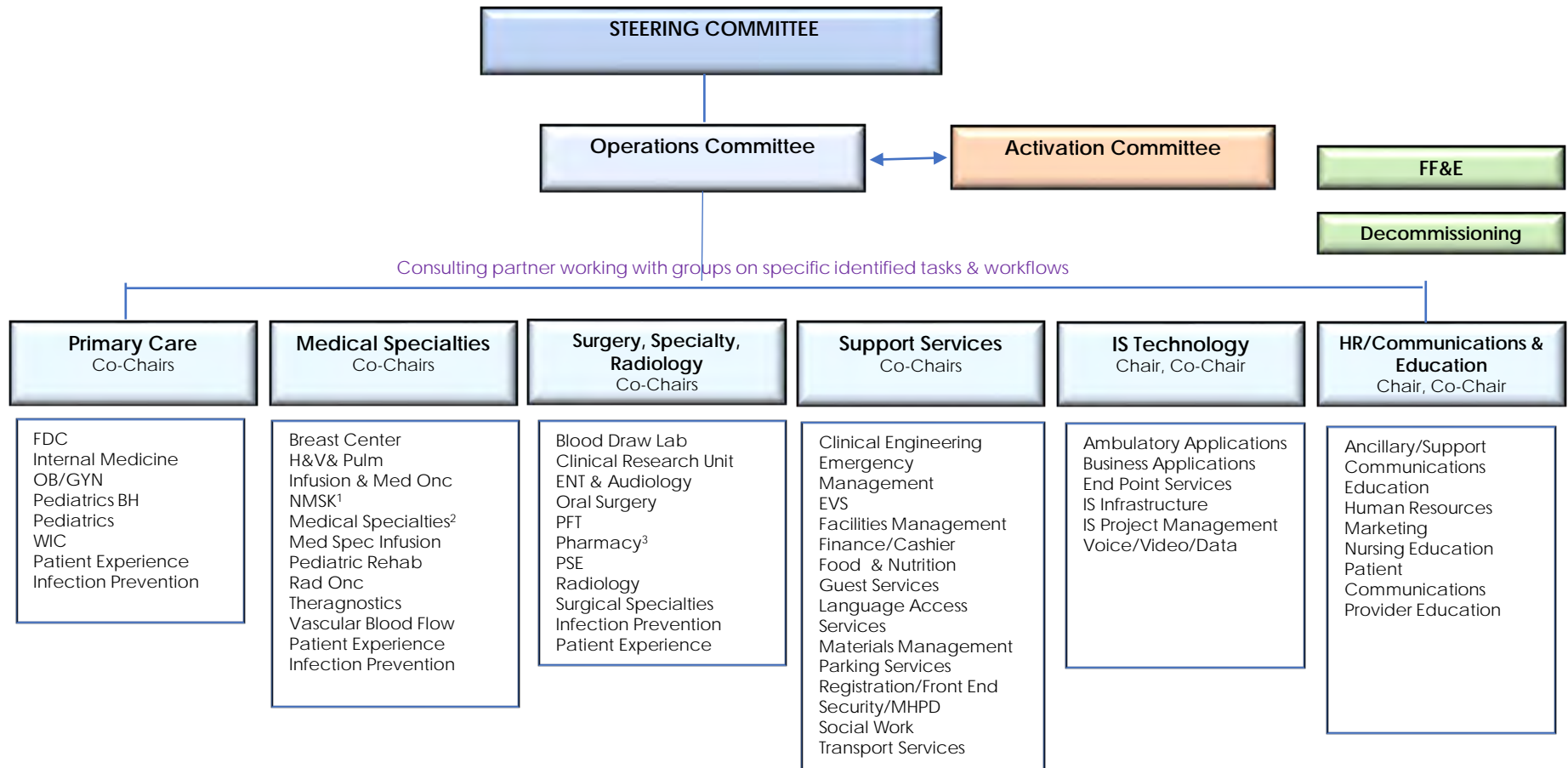


02/13/2026

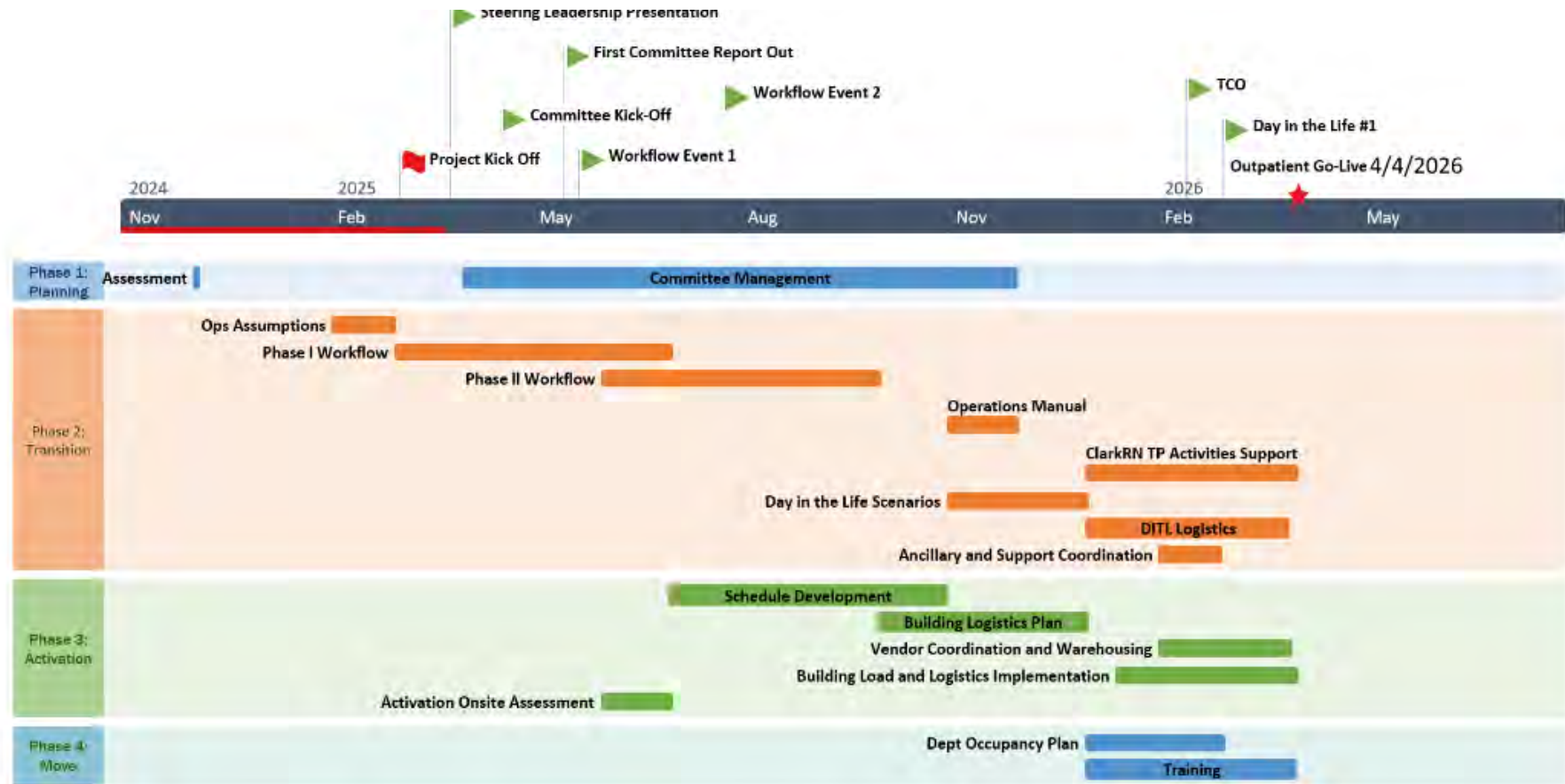
## Outpatient Health Center – Transition Planning & Activation

- Equipment Procurement underway
- Furniture Competitive Bid Process initiated 3/17 – 4/11/2025
- IS Device Validation Meetings through mid-April
- Artwork Coordination
- Interior Signage Development and Wayfinding underway
- HBS Consultant Engaged to Facilitate activities for building activation
- Planning Structure and Steering Committee Initiated

# PLANNING & ACTIVATION STRUCTURE



# Outpatient Health Center – Transition Planning & Activation





# Ambulatory Enabling Projects 2.0 - 2025

## Parma

### Heart & Vascular Clinic

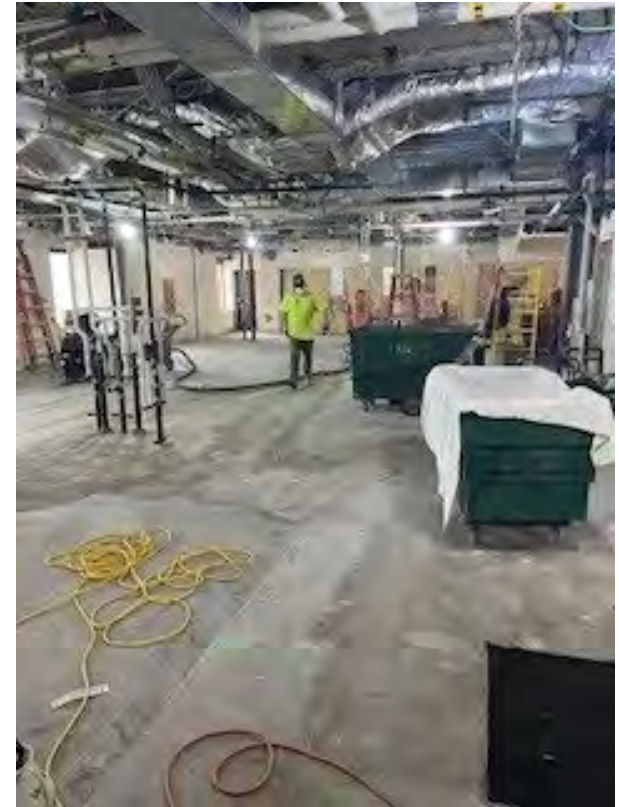
- The Ruhlin Company is contracted. Renovation completion is scheduled for early September.

### Pain Management

- The Ruhlin Company is contracted. Renovation of the space has commenced with demolition. Construction completion is scheduled for early September.

### MAAC Expansion to 2<sup>nd</sup> floor

- Facility renovations complete. Activation pending furniture and IS device deliveries.





# Ambulatory Enabling Projects 2.0 - 2025

## Parma

### MRI Replacement

- Conceptual Planning and Schematic Design complete. Construction documents in process.

### Physical Therapy Expansion

- Stakeholder review of space requirements underway to determine scope and timeline

## Beachwood

### Medical Specialties/Pain Management

- A&E competitively bid for Construction Documents and Construction Administration
- Costs and timeline pending

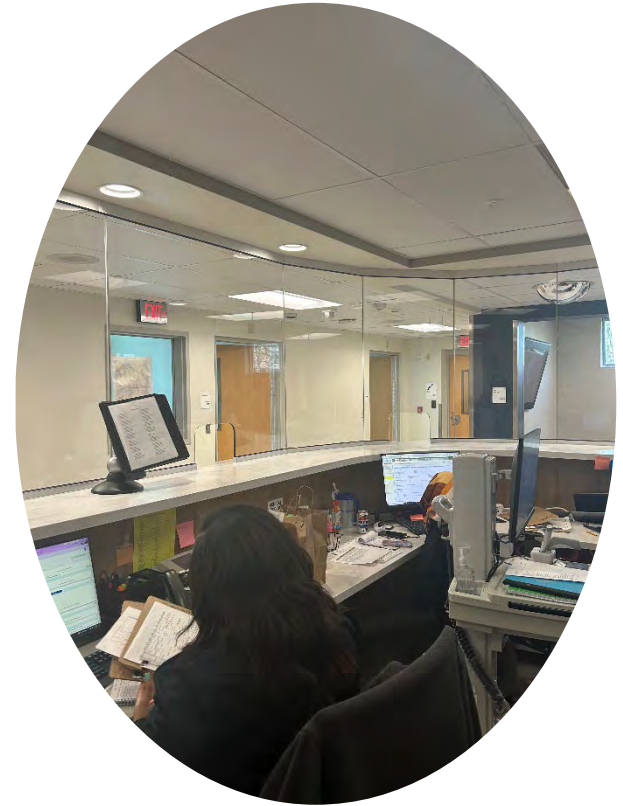
## Planning, Design, Construction Projects

- Cleveland Hts. Behavioral Health
- Emergency Department Renovation
- Outpatient Plaza Upgrade/Refresh
- Branding Signage
- Glick Center – PET/CT Expansion
- 2025 Pre-Qualified Professionals List

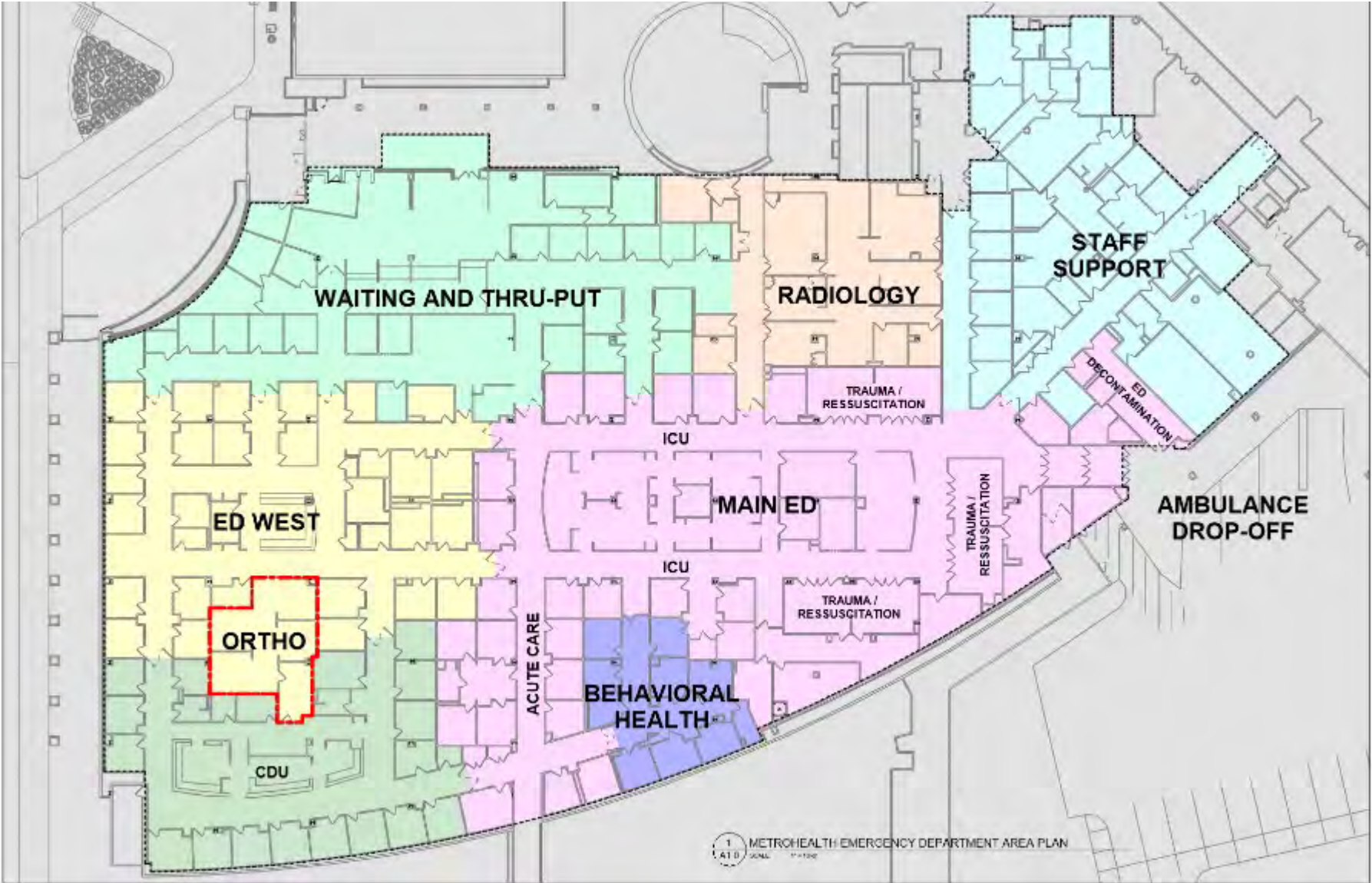
# Cleveland Hts. Behavioral Health

## Modifications to enhance operations and staff safety

- Seclusion & Ante-rooms
- Nutrition station
- Lockers
- Cosmetic enhancements
- MHPD upgraded communication system

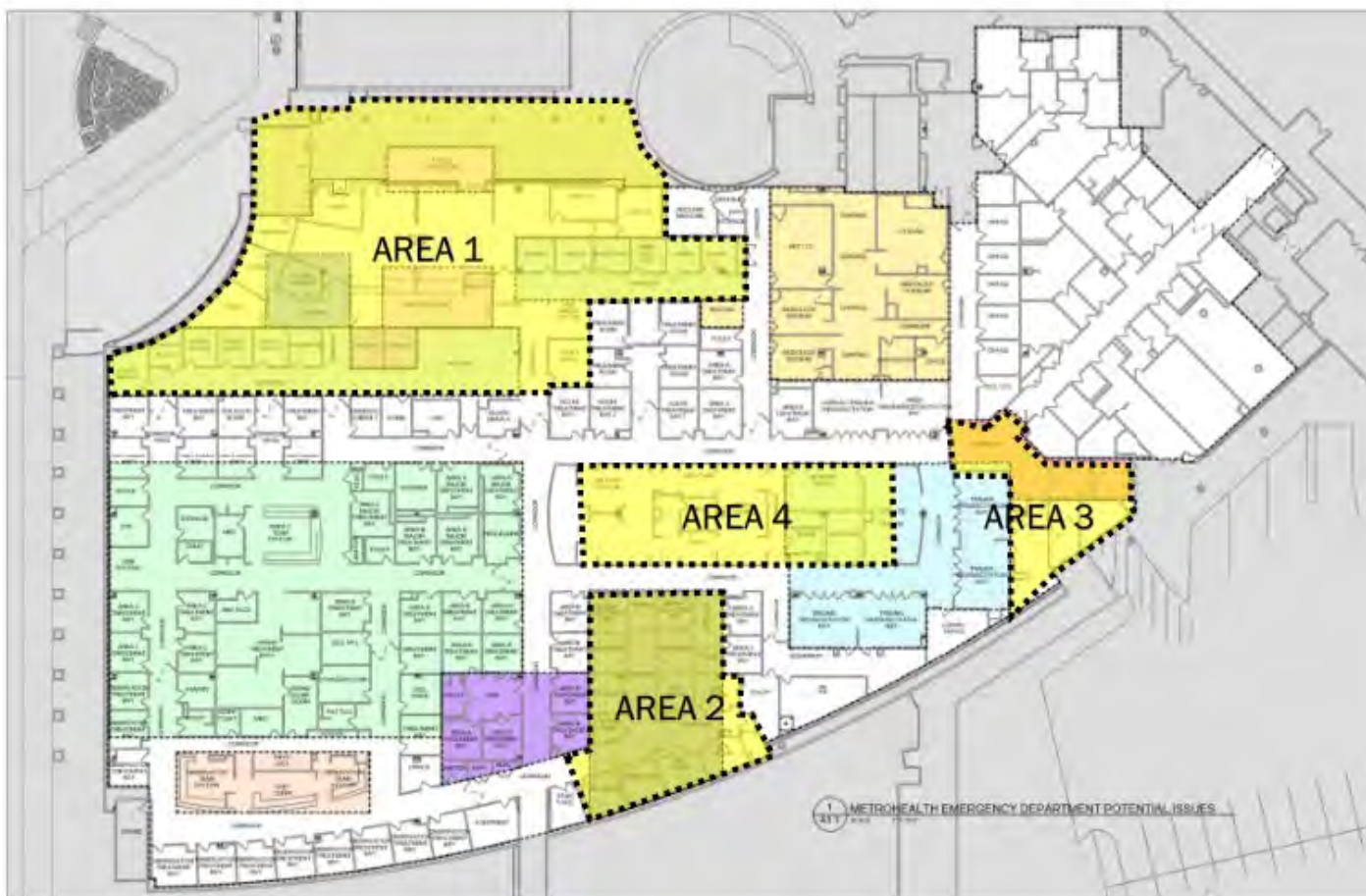


# Emergency Department





# Emergency Department – Phase 1



## AREA 1

- Improved ED Entry Sequence
- More Efficient Waiting
- Better Triage Flow from waiting to ED
- Better Security for Check in
- Increased capacity for Quick Care
  - Learn from Portage ED

## AREA 2

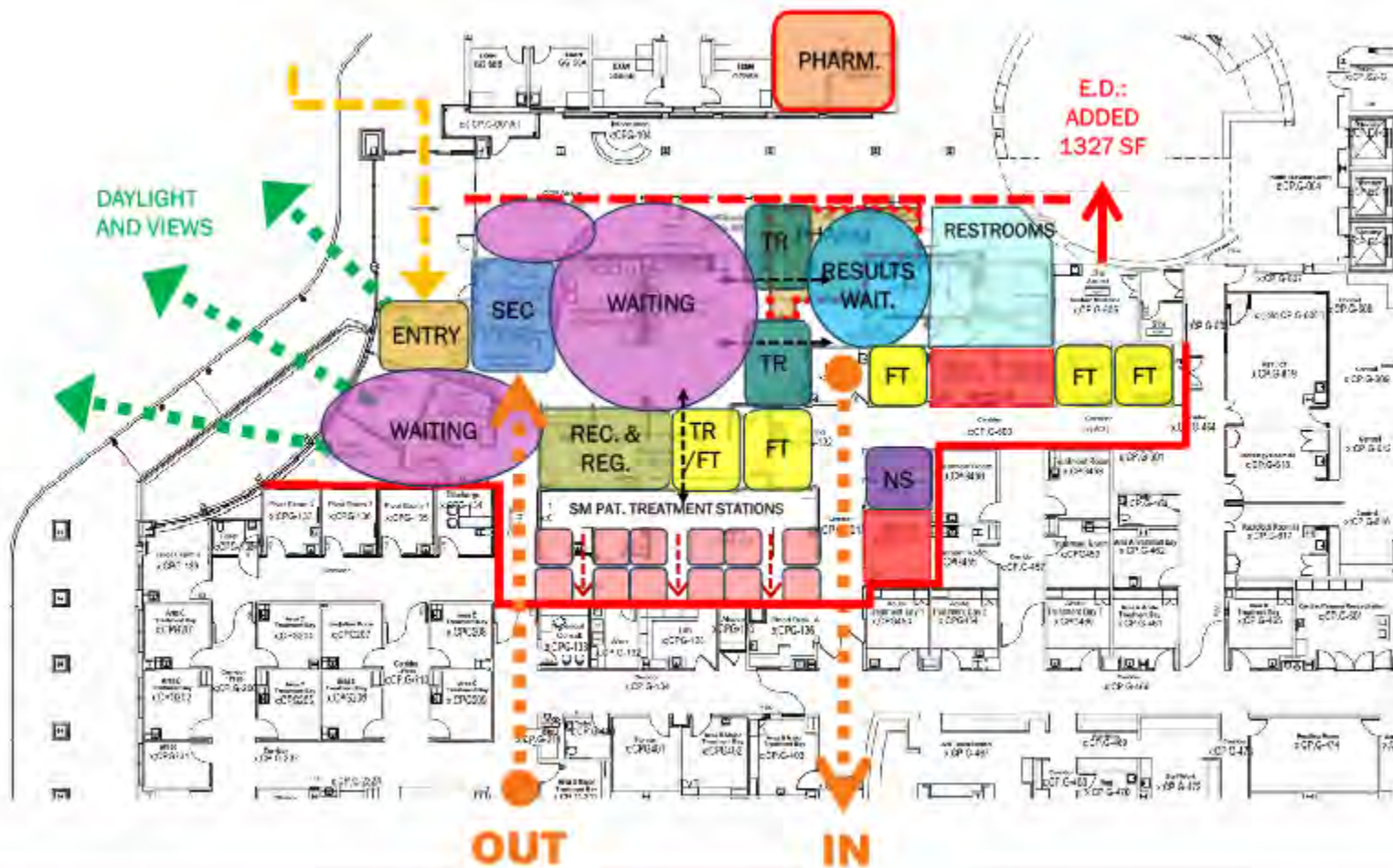
- Future Study

## AREA 3

- Address Ambulance and Staff circulation conflict.

## AREA 4

- Address privacy and workflow concerns



MetroHealth | The Emergency Department Renovation

## Emergency Department – Phase 1

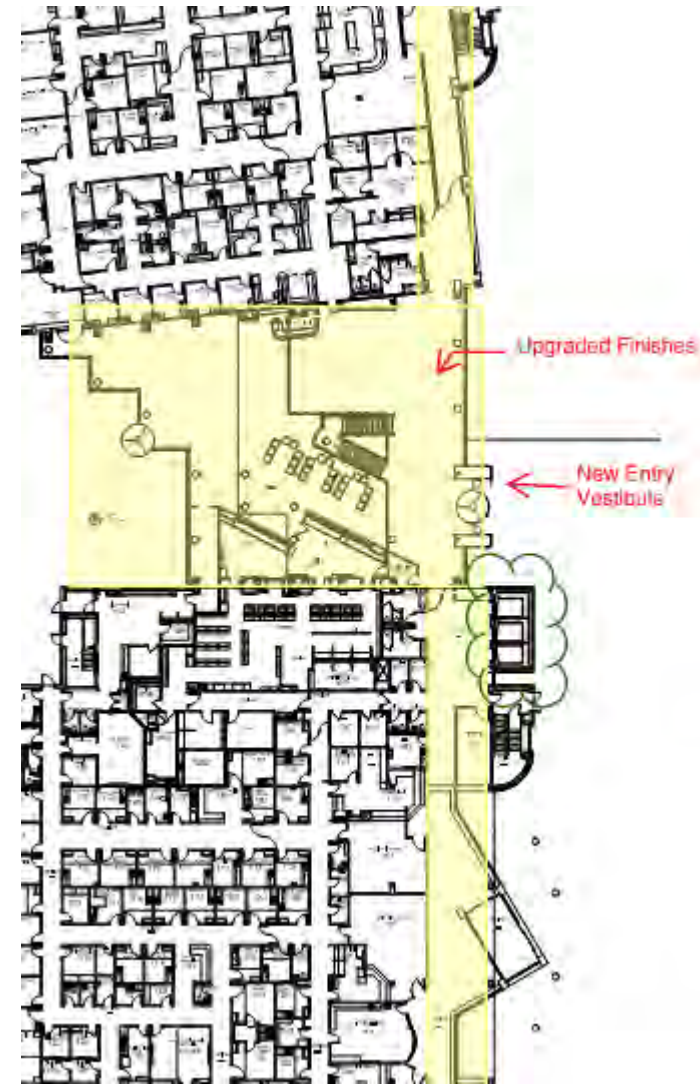
Schematic Design	April – June
Design Development	June – August
Construction Documents	August – November
Construction	9 Months



# Outpatient Plaza Refresh

## Phase 1 - \$12M

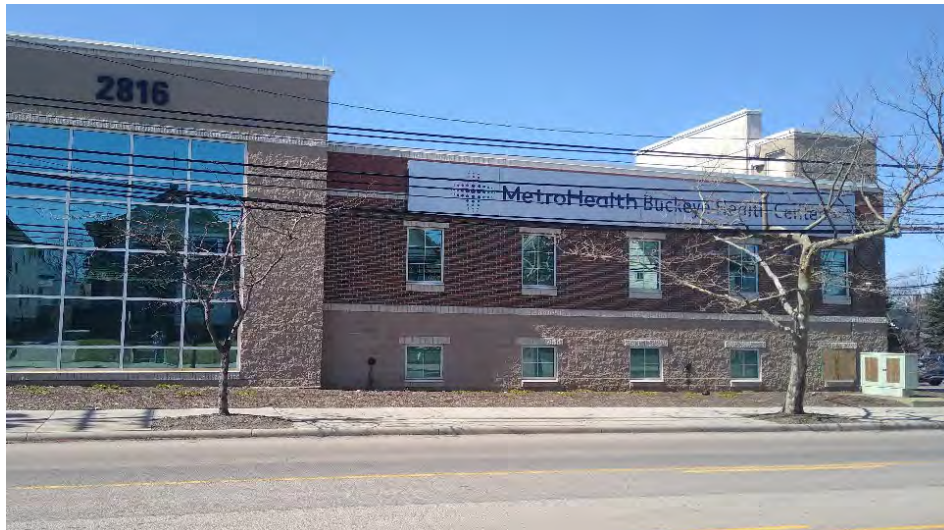
- Aesthetic Upgrades for Common Areas & select clinical spaces
  - Paint, Flooring, Lighting
- Replacement entry door & vestibule at Atrium
- MEP Refurbishment & Upgrades
  - Elevators
  - Cooling Systems







# Exterior Signage Project



## CM 22.33 - System Exterior Signage project Schedule

Task Name	Duration	Start	Finish	2024			2025		
				Q2	Q3	Q4	Q1	Q2	Q3
System Exterior Signage	15.34 months	Aug 8, 2024	Oct 10, 2025						
Phase 2 Exterior Signage	15.34 months	Aug 8, 2024	Oct 10, 2025						
(5) (1) W 150th Health & Surgery Cen...	19.80 weeks	Aug 12, 2024	Dec 27, 2024						
(6) (2) Buckeye HC	24.80 weeks	Aug 12, 2024	Jan 31, 2025						
(4) (3) Middleburgh Hts	28.80 weeks	Aug 12, 2024	Feb 28, 2025						
(2) (4) Brecksville	37.80 weeks	Aug 12, 2024	May 2, 2025						
(1) (6) (5) Old Brooklyn	39.80 weeks	Aug 12, 2024	May 16, 2025						
(7) (5) (6) Brooklyn Hts	39.80 weeks	Aug 12, 2024	May 16, 2025						
(3) (7) Parma	42.20 weeks	Aug 8, 2024	May 30, 2025						
(8) Bedford	149 days	Nov 19, 2024	Jun 13, 2025						
(9) Brunswick	137 days	Oct 31, 2024	May 9, 2025						
(10) Glenville	125 days	Sep 30, 2024	Mar 21, 2025						
(11) OH City Dental	172 days	Oct 31, 2024	Jun 27, 2025						
(12) Medina	172 days	Oct 31, 2024	Jun 27, 2025						
(13) Westlake	142 days	Oct 31, 2024	May 16, 2025						
(14) Broadview Hts	157 days	Nov 7, 2024	Jun 13, 2025						
(15) Zubarretta	152 days	Oct 31, 2024	May 30, 2025						
(16) State Rd	173 days	Oct 30, 2024	Jun 27, 2025						
(17) Rocky River	121 days	Jan 31, 2025	Jul 18, 2025						
(18) Cleveland Hts	151 days	Jan 31, 2025	Aug 29, 2025						
(19) Westpark	151 days	Jan 31, 2025	Aug 29, 2025						
(20) Broadway	166 days	Jan 31, 2025	Sep 19, 2025						
(21) OH City HC	171 days	Jan 31, 2025	Sep 26, 2025						
(22) Brookly HC	181 days	Jan 31, 2025	Oct 10, 2025						
(23) Beachwood	36.20 weeks	Jan 31, 2025	Oct 10, 2025						

## PET/CT Scanner – Glick Center

Additional Imaging Technology approved for “shelled” space in The Glick Center ground floor Imaging Suite

- Equipment selection underway
- RFO being submitted for Architect & Engineer for planning.





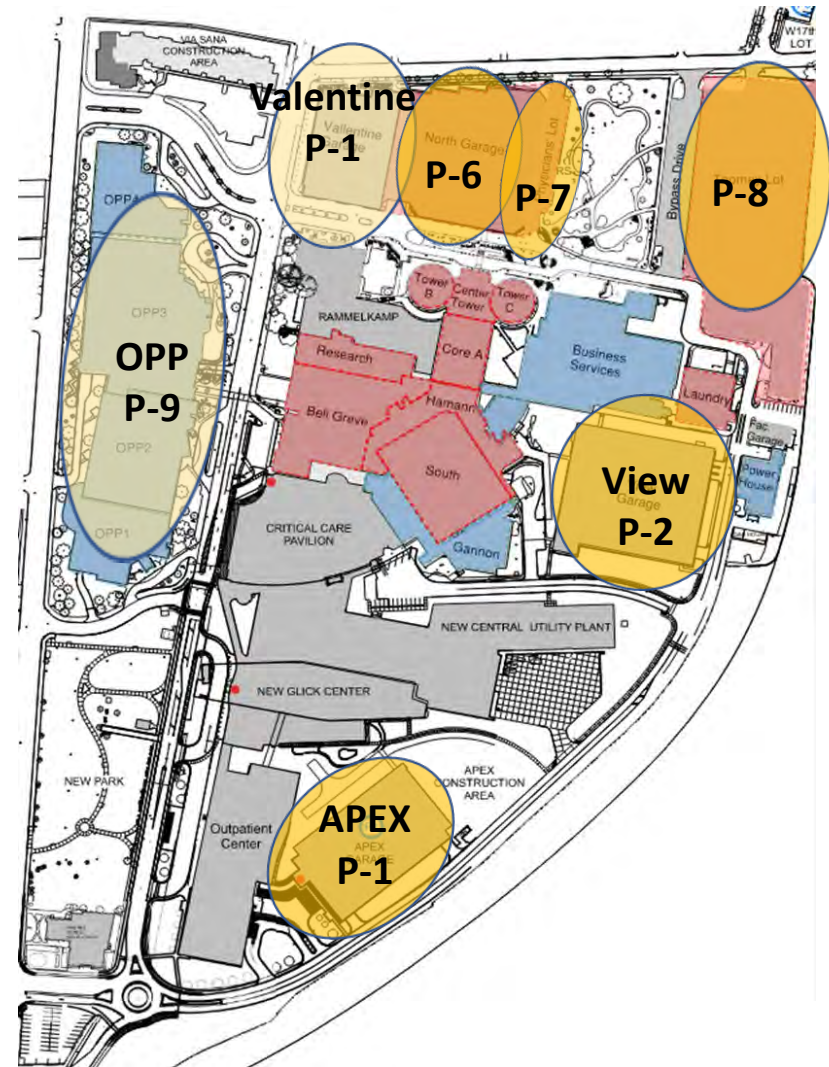
# Campus Parking

## Current Assignments

- Staff Parking
- Patient/Visitor Parking

## Work In Progress

- Updated Occupancy Study
- Revised Parking Options
- Campus Traffic Circulation



## Campus Shuttle



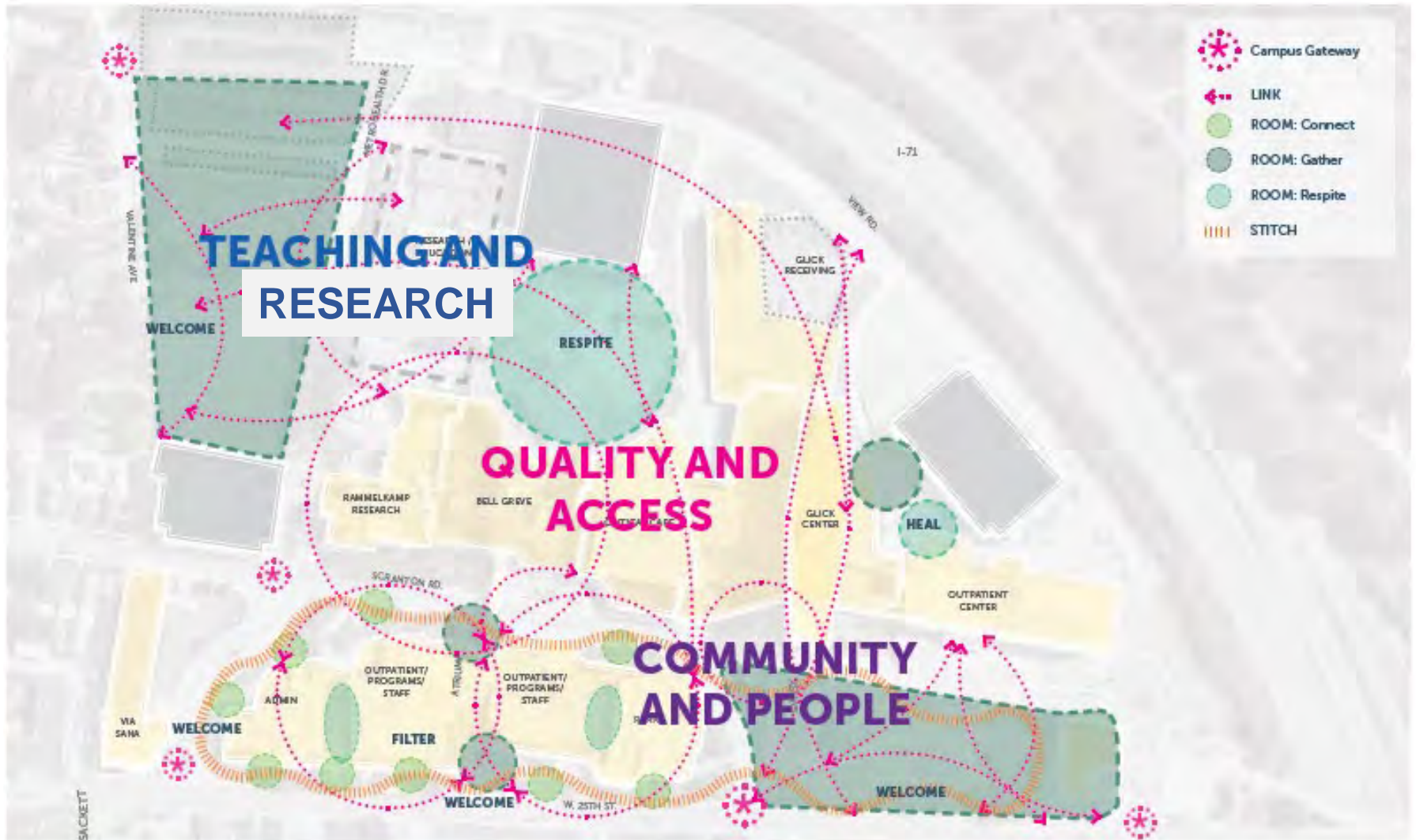
**New ADA Accessible Van**  
Passenger Capacity is 15 including 2 Wheelchairs



# Campus Open Space Planning



# Campus Open Space Planning



METROHEALTH GREEN SPACES | Campus Links and Rooms

CITY ARCHITECTURE



# Main Campus Legacy Buildings

## Goals & Objectives

- Prepare the campus for MetroHealth's future strategic initiatives
- Optimize infrastructure for enhanced efficiency and collaboration
- Consolidate operations into fewer buildings for better functionality
- Implement strategic renovations to support new healthcare initiatives
- Encourage community engagement through improved facilities

## Guiding Principles

- Inpatient care will be centralized in the Critical Care Pavilion and Glick Center
- Outpatient services will be offered at the new Health Center starting in 2026
- Rammelkamp will focus on academic and research functions
- Non-campus functions will relocate to Brooklyn Heights
- Administrative tasks will be consolidated to optimize space usage
- Existing facility configurations will be reused to minimize cost



# Main Campus Legacy Buildings

## Patient Care Facilities

1,389,754 s.f.

- Outpatient Health Center
- The Glick Center
- Critical Care Pavilion
- Central Utility Plant

## Rammelkamp

160,985 s.f.

## Buildings to be Re-used

651,473 s.f.

- Outpatient Plaza
- Bell Greve
- Old Research
- Business Services Complex
- Church

## Buildings to be Demolished

1,020,639 s.f.

- Core and Towers
- Hamann, Gannon, South
- Scott Auditorium
- Laundry and Power House



## Q1 2025 Campus Transformation Priorities

- **The Glick Center**
  - Construction Contract
- **Campus Parking & Open Space**
  - Continue Engagement MetroHealth Advisory Groups
  - Community Engagement
  - Concept Development
- **Ambulatory Enabling Projects**
  - Completion of Parma and Beachwood Projects
- **Outpatient Health Center**
  - Continue Construction on Schedule and Budget
  - Continue Transition Planning & Activation
- **Main Campus Legacy Buildings**
  - Continue Relocation Plan for main campus departments
  - Planning & Design for utility and infrastructure re-routing





# MetroHealth

Facilities Management Update

Facilities & Planning Committee April 9, 2025

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Karen Dethloff, VP System Facilities Operations & Management



# Staffing Information

## Staffing Metrics 2025 Year-to-Date Status:

- 3 open positions – expect to fill 2 techs in April
  - Director Environmental Health & Safety
  - Electrician
  - HVAC Tech
- 1-3 Retirements expected in Q2
- 2.5% vacancy rate
- 1.7 FTEs/week out on FMLA/WC/other

## FM Capital Projects Initiated in 2025

The volume of Facilities initiated capital projects has slowed from what was experienced in 2024.

To date 57 Major & Minor Projects are in progress with a value of \$3,018,837

The majority of projects are routine replacement or repair of aged/failed infrastructure components. The Facilities team also has two strategic projects in progress: replacement of two boilers in the Power House that support the Legacy buildings and replacement of the Line Isolation Monitors in Main's ORs. Ongoing projects include upgrading the system's building automation system and upgrades to the CCP generators.

2025 Projects by Group:

- 51 Contingency/Break-Fix
- 2 Facilities Strategic
- 4 Initiated on behalf of other Depts.

# Gordian Facility Condition Assessment & Asset Data Modeling - Refresher

## What was Assessed?

- 83 Assets
- 72 Buildings, not including garages/parking lots
- 3.4M Building GSF
- 6.7M All Facilities GSF

## Goals of the Assessment

- Identify all MHS owned or leased facility assets
- Evaluate the condition of each facility and determine the improvements needed
- Identify the cost for each improvement component with each building
- Develop a plan for which items should be addressed first

## Results

- The Facility Condition Index identifies the relative condition of individual assets
- Associated costs

## Next Steps

- Model cost options for facilities to be retained and those to be vacated
- Provide Decision Support

# VFA Assessment Services – PROCESS

## Preparation

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

## On-Site

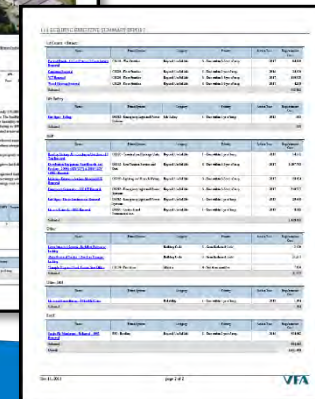
- Kick-off Meeting
- Walk through all Assets
- **Escorts**
- Interviews with building managers

## 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**





# 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*



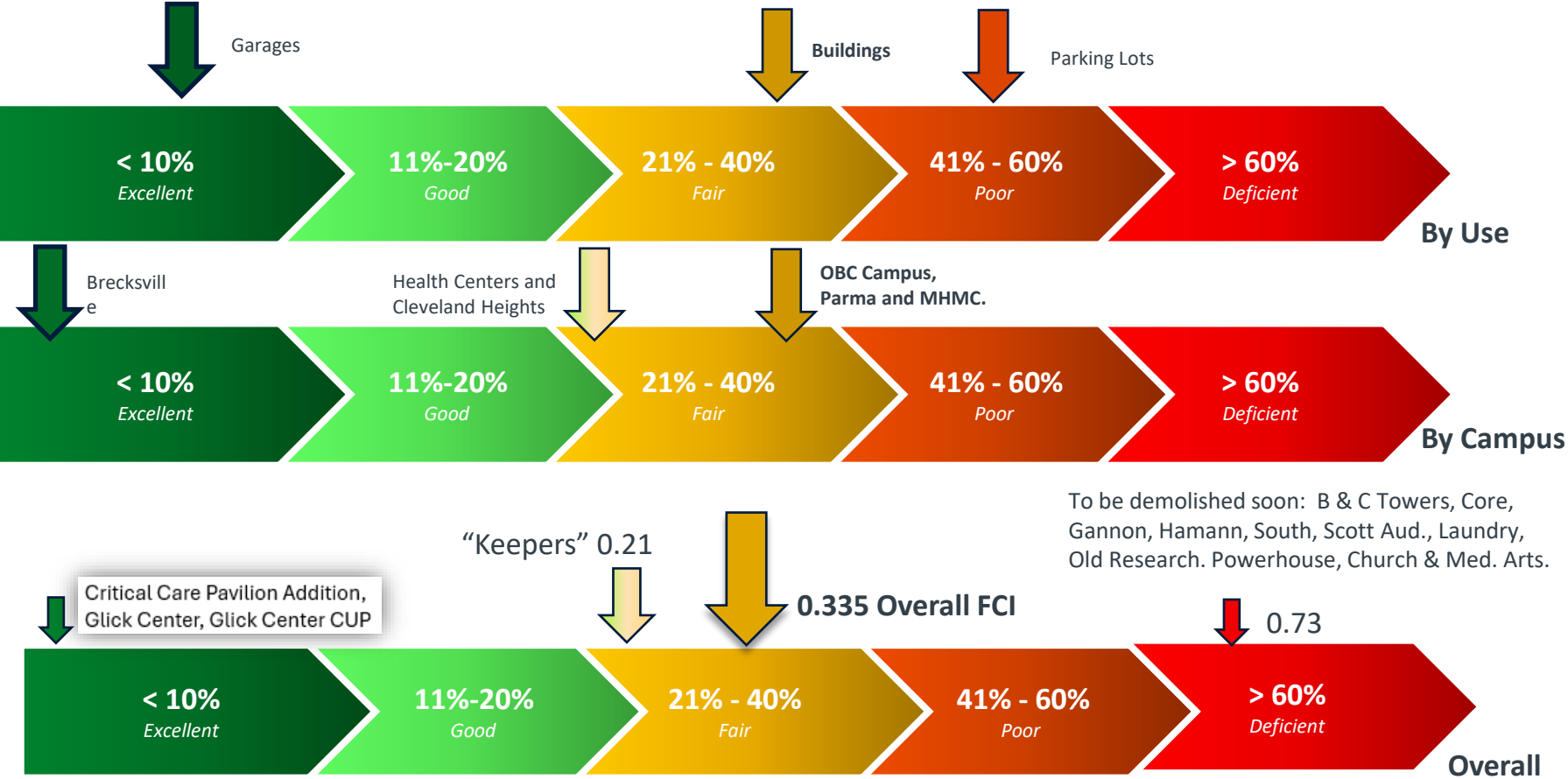
*Electrical*

## Results – Sample System Information

Campus Name	Number of Assets	Total Value	FCI Cost or "Needs"	Campus FCI
Brecksville	1 \$	63,471,658 \$	1,245,869	0.020
Cleveland Heights Medical Center	4 \$	168,294,345 \$	36,235,846	0.215
Health Centers	34 \$	236,509,355 \$	47,638,783	0.201
MetroHealth Medical Center	32 \$	2,670,842,092 \$	953,457,599	0.357
Old Brooklyn Campus	9 \$	366,395,230 \$	130,809,944	0.357
Parma Medical Center	2 \$	237,487,840 \$	85,052,557	0.358
W. 150th	1 \$	24,467,756 \$	6,512,931	0.266
<b>Grand Total</b>	<b>83 \$</b>	<b>3,767,468,276 \$</b>	<b>1,260,953,529</b>	<b>0.335</b>

Note: Estimates are based on each System's "like-for-like" replacement value.

# Results - MHS FCI Ratings

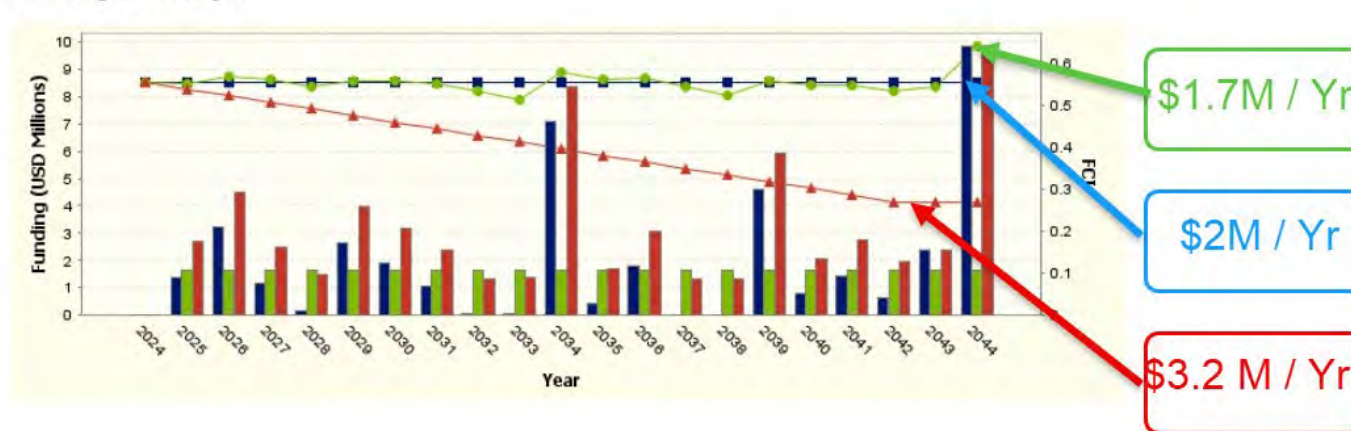




# Next Steps – use information/reports to Cost Future Options

## 3 Scenarios

Funding/FCI Graph



### Forecast Parameters

Years

Inflation%

Cost curve

Renewal Option

Backlog

Deterioration%

FCI/RI Setting ☒ FCI ☐ RI

### Funding/FCI Options

☒ Maintain

☒ Percent Funding

☒ Target

☐ Extrapolate

☐ Specific

**\$1.7M per year for 20 years on average.**

**\$2M per year for 20 years on average**

**\$3.2M per year for 20 years to improve conditions**

- 1. Steady State.**  
Maintain existing conditions. Avg. cost \$1.7m/yr.
- 2. Spend 2% of CRV each year.** Avg. cost \$2m/yr. Conditions get worse.
- 3. Improve conditions.** Significant improvement will cost \$3.2m/yr.



# The MetroHealth System

## Construction Monitoring Update

April 9, 2025



# Executive Summary

## Glick Tower and Campus Transformation

- \$590.5m total costs, 469 invoices reviewed 2018 – present
- \$535.4 construction costs
- \$55.1 consultant costs (11 consultants)
- \$980k recovered
- Construction closeout review in process

## Apex Outpatient Care Facility

- \$142.6m total costs, 176 invoices reviewed 2021 – present
- \$140.8m construction costs
- \$1.8m consultant costs (7 consultants)
- \$1m recovered
- Construction interim review in process

## Ambulatory Enabling Projects

- Construction closeout review complete
- \$195k recovered

## Behavioral Health Project

- Construction closeout review complete
- Previous findings cleared

- ***RSM has been providing construction risk consulting services to MHS since 2018***
- ***Current project team serving MHS since 2020***



# Construction Monitoring Summary

## Monthly Monitoring

For each construction and consultant invoice, we perform the following steps:

- Evaluate cost compliance with contract
- Analyze and recalculate for mathematical accuracy
- Evaluate for adequate supporting documentation
- Sample transactions to validate costs
- Analyze supporting schedules such as certified payrolls, contingency logs and allowance logs
- Report through Trimble/e-Builder
- Regular/ongoing communication with project team members

## Interim and Closeout Reviews

“Deep dive” into construction contractor cost records, including:

- Reconciliation of contractor accounting records to billed costs
- Change order reviews
- Insurance and overhead analysis and recalculation
- Recalculation of fee and shared savings, where applicable
- Report to MHS project management

# Glick Tower and Campus Transformation

## Project Highlights

Contractor: Turner Construction Company

Construction Contract Value: \$542,607,133

Contract Method: Construction Manager at Risk with GMP

Construction Timeline: May 2018 through July 2024

New construction of main campus hospital with 316 beds and garage, with renovated spaces for CCP and other patient services. Glick Center opened to patients in the Fall of 2022.

## Construction Monitoring Update

- Preconstruction reviews of GMP cost proposals
- Monthly monitoring of construction billings from 2018 – present (\$535m reviewed to date)
- 45 construction interim reviews & change order reviews
- Monthly monitoring of consultant invoicing from 2018 – present
  - 11 consultants (\$55.1m reviewed to date)

# Glick Tower and Campus Transformation

## Monitoring Results

- \$980,038 recovered
  - Stored material reporting
  - Subcontractor default insurance
- \$259,945 identified for potential recovery
  - Information technology fees
  - General liability insurance
  - Subcontractor default insurance
- Process improvements for increased transparency of construction and consultant billings during monthly reviews

## Next Steps

- Construction closeout review in process – final report Q2 2025 (preliminary findings in discussion)

# Apex Outpatient Care Facility

## Project Highlights

Contractor: Turner Construction Company

Contract Value: \$168,250,368

Contract Method: Design Build with GMP

Construction Timeline: Oct 2021 – mid-2026 planned

New construction of an outpatient and administrative building and parking garage, renovations to existing facilities.

## Construction Monitoring Update

- Monthly monitoring of construction billings from 2021 – present (\$140.8m reviewed to date)
- 14 construction interim reviews & change order reviews
- Monthly monitoring of consultant invoicing from 2021 – present
  - 7 consultants (\$1.8m reviewed to date)



# Apex Outpatient Care Facility

## Monitoring Results

- \$1,025,497 recovered
  - Inappropriate subcontractor billing
- \$16,844 identified for potential recovery
  - Subcontractor default insurance
- Process improvements for increased transparency of construction and consultant billings during monthly reviews

## Next Steps

- Continued monthly construction monitoring
- Interim review in process – final report Q2 2025 (preliminary findings in discussion)
- Interim review planned for Q3 2025

# Ambulatory Enabling Projects

## Project Highlights

Contractor: Turner Construction Company

Contract Value: \$20,640,626

Contract Method: Design Build with GMP

Construction Timeline: February 2022 – September 2024

Multiple off-campus projects to renovate or refresh medical offices and patient facilities.

## Construction Monitoring Summary

- \$20.6m total costs, 41 invoices reviewed 2022 – 2024
- \$20.6m construction costs
- \$55k consultant costs (6 consultants)
- \$195k recovered
- Process improvements for increased transparency of construction and consultant billings
- Construction closeout review complete

# Behavioral Health Project

## Project Highlights

Contractor: Anchor Health Properties

Contract Value: \$37,423,521

Contract Method: Design Build with GMP

Construction Timeline: April 2021 – September 2024

New construction of a 79,200-square-foot behavioral health hospital that accommodates five patient units and 100 patient beds.

## Construction Monitoring Summary

- \$38.9m total costs, 44 invoices reviewed 2021 – 2024
- \$37.4m construction costs
- \$1.5m consultant costs (2 consultants)
- Process improvements for increased transparency of construction and consultant billings
- Construction closeout review complete

## **RSM US LLP**

[rsmus.com](https://rsmus.com)

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## RECOMMENDATION FOR SELECTION OF PRE-AUTHORIZED PROFESSIONALS

### Recommendation

The Facilities and Planning Committee and Senior Vice President, Facilities, Construction and Campus Transformation recommend that the Board of Trustees ("**Board**") of The MetroHealth System ("**System**") approve certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of May 1, 2025 through May 30, 2026, with aggregate costs not to exceed \$50,000 per assigned project per Professional. The fees for the Pre-Authorized Professionals will be paid out of available and authorized operating and capital funds as needed. The list of Pre-Authorized Professionals is shown in the attached **Exhibit A**.

### Background

System policy GEN-88 permits the annual selection and authorization of certain Pre-Authorized Professionals subject to project-based spending limits as approved by the Board.

Seventy-four (74) Professionals responded to the System's publicly advertised Request for Qualifications ("**RFQ**"). Following review, all seventy-four (74) Professionals were determined to meet the prequalification requirements listed in the RFQ, and management recommends that the Professionals listed in **Exhibit A** be listed as Pre-Authorized Professionals.

## Approval of Selection of Pre-Authorized Professionals

\*\*\*\*\*

### RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("System") has been presented a recommendation for appointment of certain Pre-Authorized Professionals consistent with System policy GEN-88; and

WHEREAS, the Facilities and Planning Committee of the Board has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of May 1, 2025 through May 30, 2026, with aggregate costs not to exceed \$50,000 per assigned project per Professional. The fees for the Pre-Authorized Professionals will be paid out of available and authorized operating and capital funds as needed. The list of Pre-Authorized Professionals is shown in the attached **Exhibit A**.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer, or her designee(s), is hereby authorized to take necessary actions, including to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

April 2025

## Exhibit A

2025

### Pre-Authorized Qualified Professional Service Firms

#### Architecture and Engineering

---

+Detail

2BEngineering

ACER Environmental, Inc.

Advanced Engineering Consultants

Andrews Architects

ATC Group Services LLC c/o Atlas Technical Consultants, Inc.

Barber & Hoffman, Inc.

Behnke Landscape Architecture

Bostwick Design Partnership

Bowen

Calvin Singleton & Associates

CBLH Design

City Architecture

Cosmos Technologies, Inc

CPL Architects, Engineers, and Landscape Architect, D.P.C.

CTL Engineering, Inc.

DESMAN INC.

DRAW Collective

DS Architecture

EA Group

ECS Midwest, LLC

Geo-Sci Laboratory, Inc.

Glaus, Pyle, Schomer, Burns & DeHaven, Inc. dba GPD Group

H.F. Lenz Co.

Hammel, Green and Abrahamson (HGA)

Hasenstab Architects, Inc.

HOK

HSB Architects + Engineers

IKM Architecture

April 2025

### **Architecture and Engineering (continued)**

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IMEG  
Intertek-PSI  
Karpinski Engineering  
Korda Engineering  
LaBella Associates  
levelHEADS, Inc.  
LGA Partners, LPEA Group  
Life Safety Enterprises Inc  
Mass Technologies LLC  
McHenry & Associates, Inc  
Moody Nolan  
NBBJ LLC  
NV5 Consultants, Inc.  
Osborn Engineering  
Perspectus Architecture  
PIONEER ECO SOLUTIONS, LLC  
PTA Engineering, Inc.  
Refrigeration Sales Company LLC  
Robert P. Madison International Incorporated  
Scheeser Buckley Mayfield, LLC  
Sixmo Architecture  
Terracon Consultants, Inc.

### **Specialty Services**

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AAA American Abatement & Asbestos Removal Corp  
Avicado Construction Technology Services, LLC  
Bernard R Doyle Inc DBA FASTSIGNS  
Blue Ridge Solutions  
Construction Consulting and Estimating (CC&E)  
Construction Resources, Inc.  
Construction Support Solutions LLC  
Fulton & Associates Balance Company  
G. Stephens, Inc



**Specialty Services (continued)**

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Infinity Construction Company, Inc.

Jensen Hughes, Inc.

Konsentriks LLC

M.W. Holmes Construction, Inc.

MSL Healthcare Partners, Inc.

Next Generation Construction

Ozanne Construction Company, Inc.

Regency Construction Services, Inc.

Relocation Specialists, Inc.

Richards Communications

SUNRAY WINDOW FILMS, LLC.

Technical Assurance, Inc.

Walker Consultants

Whiting-Turner Contracting

## RECOMMENDATION FOR APPROVAL OF RENEWAL OF LEASES IN BEACHWOOD, OHIO

### **Recommendation**

The Facilities and Planning Committee and Senior Vice President, Facilities, Construction and Campus Transformation recommend that the Board of Trustees ("**Board**") of The MetroHealth System ("**System**") approve the renewal of the leases of the System's Beachwood Health Center, as more fully described in **Attachment A**.

### **Background**

The System leases its Beachwood Health Center, comprising approximately 27,512 rentable square feet of space at the medical office building located at 3609 Park East Dr., Beachwood, Ohio, pursuant to three separate leases. The terms of two of those leases expire on May 31, 2025. The System seeks to renew the expiring leases and to consolidate all three leases into one lease pursuant to the terms described in **Attachment A**.

**Approval of Renewal of Leases  
in Beachwood, Ohio**

\*\*\*\*\*

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("**Board**") of The MetroHealth System ("**System**") has been presented a recommendation for the renewal of the leases of the System's Beachwood Health Center, as more fully described in **Attachment A**.

WHEREAS, the Facilities & Planning Committee of the Board has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves the renewal of the leases of the System's Beachwood Health Center, as more fully described in **Attachment A**.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer, or her designee(s), is hereby authorized to take necessary actions, including to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

April 2025

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