



Facilities & Planning Committee Meeting

The MetroHealth System

MetroHealth Board Room K107 - 2500 MetroHealth Dr., Cleveland, OH 44109

2025-11-12 12:00 - 14:00 EST

Table of Contents

I. Agenda.....	2
II. Approval of Minutes.....	3
III. Information Items	
A. Review of Proposed Amendments to Committee Charter.....	10
B. RSM Report – Campus Transformation Pay Request Reviews.....	11
C. Campus Transformation Status.....	17
D. Facilities Management Update.....	33

The MetroHealth System Board of Trustees

FACILITIES & PLANNING COMMITTEE

DATE: Wednesday, November 12, 2025

TIME: 12:00pm – 2:00 pm

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

AGENDA

I. Approval of Minutes

Committee Meeting Minutes of August 13, 2025

II. Information Items

- A. *Review of Proposed Amendments to Committee Charter – Dr. Walker, J. Bicak, V. Bowser (5 minutes)*
- B. *RSM Report – Campus Transformation Pay Request Reviews*
- C. *Campus Transformation Status – J. Bicak, SVP, Facilities, Construction and Campus Transformation*
 - a. *Outpatient Health Center – Progress Report*
 - b. *Ambulatory Enabling Projects Update*
 - c. *Planning, Design & Construction Projects Update*
- D. *Facilities Management Update – K. Dethloff, VP, Facilities Management*

III. Executive Session

The MetroHealth System Board of Trustees

FACILITIES AND PLANNING COMMITTEE

August 13, 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-R, John Moss-R, Michael Summers-R, Ron Dziedzicki-R, Sharon Dumas-R

Staff: Christine Alexander, M.D.-I, Peter Benkowski-R, James Bicak-R, Victoria Bowser-I, Robert Bruce, M.D.-I, John Chae, M.D.-R, Nabil Chehade, M.D.-I, Karen Dethloff-R, David Fiser-R, Joseph Golob, M.D.-I, Eileen Hayes-R, Brian Rentschler-R, Tamiyka Rose-I, James Wellons-I, Patrick Woods-R, Greg Zucca-R

Guests: Stephanie Tantillo-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 April 9, 2025, Facilities and Planning Committee meeting were approved as submitted.

II. Information Items

Campus Transformation Pay Request Reviews – Stephanie Tantillo, RSM

Stephanie Tantillo, Manager, Business Risk Consulting, provided an update on the Campus Transformation Pay Request Reviews. RSM has completed its review of the Cleveland Heights Behavioral Health Project and the Ambulatory Enabling Projects. The

The MetroHealth System Board of Trustees

focus of ongoing work is the APEX project, including the Outpatient Healthcare Center. To date, RSM has reviewed \$168.5 million in total project costs, primarily focused on construction costs and consultants' fees related to construction. Approximately \$1 million was recovered due to errors in subcontractor billing. This amount has been credited back to MetroHealth. RSM has reviewed approximately \$165 million in construction costs to date. An interim review covering costs up to the end of 2024 has been completed for APEX. A new interim review is starting for 2025 APEX costs.

Review of the Turner Final Pay Application and project closeout for the Glick Tower is complete. Over the course of the project, RSM identified billing errors amounting to \$980,000, and these costs were recovered by MetroHealth through revised invoices. Costs are monitored monthly, and every invoice is reviewed and analyzed line by line. Mr. Summers asked Ms. Tantillo to explain why just under \$1 million in recoverable errors were identified on the \$500 million Glick Center construction project compared with \$1 million on the current \$168 million construction project. Ms. Tantillo explained that the potential for identifying recoverable amounts will depend on the contracting methodology for the project and on how the contract is administered. She noted that the recoverable amounts identified on a monthly basis are generally small. Any issues are addressed, and revised invoices are submitted before payment is made. MetroHealth is not at risk of overpaying the contractor when issues are identified before payment. Ms. Tantillo noted that some additional areas for potential recovery in the amount of about \$300,000 were identified on the Glick Center project, but these were deemed reasonable as submitted by the management team at the time, and recovery was not pursued. RSM will continue monthly construction monitoring. In Q2 2025, the interim review of contractor billing compliance is complete. In Q3 2025, the interim review is in progress.

Dr. Walker asked Mr. Bicak if the authorized payment amount for The Glick Center project is complete and accounted for. Mr. Bicak responded that the project is within the total authorized amount. Mr. Dziedzicki asked Mr. Bicak what the cost per square foot is for the Outpatient Health Center with the approved change orders. Mr. Bicak explained that the cost per square foot is about \$540. Mr. Bicak explained that the revised design provides a building with a higher code classification. This cost was compared to that of a few recent comparable projects, and the team concluded the costs were similar and within range.

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

Mr. Bicak provided an update on The Glick Center project close-out. The Final Change Order has been executed. The amount to be returned to MetroHealth from the GMP agreement will be \$5,558,122.97. The revised final payment from Turner has been submitted, and payment is in process.

Mr. Bicak provided an update on current construction activities at The Outpatient Health Center (OPHC). The concrete dock ramp at the loading dock has been poured, and work on the exterior enclosure for the pedestrian connector between the OPHC and the parking garage is in progress. Work on the canopy at the main entry is near completion. Signage is currently being installed on the exterior of the building. Work continues inside the building and is proceeding from the 5th floor down to the Ground floor. Installation of flooring and casework continues on the 5th and 4th floors. Plumbing fixtures and tile floors are being installed in the 5th floor toilet rooms. The 4th floor ceiling grid is being installed, and painting is in progress. In-wall rough-in for the MEP systems is in progress on the 3rd floor radiology rooms, and drywall installation continues along with painting. Wall framing, drywall, and some of the mechanical and electrical rough-in on the 1st, 2nd, and ground floors are being completed. Wall framing in main corridors is being revised on the ground floor, and door frames are being installed. Mr. Dziedzicki asked if the Life Safety and Fire Safety Team did a walk-through before the ceilings were closed to ensure the OPHC building is compliant for next year's visit from Joint Commission. Mr. Bicak stated that the Facilities Department does regular walkthroughs before ceilings are installed. Among other items reviewed are penetrations in fire walls and access to fire dampers. Mr. Summers asked if the Fire Marshal from the City of Cleveland is included in the walkthroughs. Mr. Bicak replied that the Fire Marshal will be included in the final walkthrough. Ms. Dethloff also stated that Jensen Hughes, a National Life Safety firm, will survey the building before the ceilings are closed. Code officials will also come to give authorization to close the ceilings, so there are multiple checkpoints in place. Mr. Summers asked if the medical gas lines are pressure tested. Ms. Dethloff replied that the lines are tested and cleaned to ensure there is no residue. The quality of the gas is also tested after the lines are filled.

Mr. Bicak provided an overview of the upcoming construction activities for the OPHC. Permanent roofing and exterior curtainwall installation at the Pedestrian Connector will

The MetroHealth System Board of Trustees

be completed. Metal panel installation at the loading dock and exterior signage are to be completed. Drywall installation will begin on the 2nd floor, and as this work is completed, reinstallation of casework, cabinetry, and doors will begin. Work on the above ceiling MEP systems will continue on the lower floors. Mr. Bicak provided an updated schedule of work to be done to completion. The planned schedule for the temporary certificate of occupancy is in February 2026. Mr. Summers asked if there were any delays in terms of imported materials, equipment, or fixtures due to tariffs. Mr. Bicak noted that the majority of materials had been purchased prior to the tariffs, and there have not been any issues or delays. Also, there have been no issues with labor availability to date.

Ms. Hayes provided an update on Transition & Activation planning for the OPHC. The structure was put in place to engage staff and providers in the planning and activation of the building, and working committees have been in place since March 2025. Operational preparation activities will be scheduled up to the time of opening. Once the OPHC is open, decommissioning and space re-allocation for the Outpatient Plaza will begin. Ms. Hayes noted we are 250 days from opening and the First Patient Day in April 2026.

An activation plan and timeline have been created that identifies every activity to be completed between now and opening day. The patient arrival and check-in process are one of the workflows the committees are currently focusing on. The centralized registration concept planned for the facility differs from the decentralized process used now. The path of travel between the OPHC, Glick Center, and the ED is being reviewed for movement of the inpatient population. New technologies will be in place, including Vocera communication devices. A nurse call system will be established for responding to medical emergencies. Multidisciplinary teams will develop and provide the training and education that is required prior to opening day. “Day-In-The-Life” training, which simulates operations within the building, is planned for early March 2026.

Mr. Summers asked how the workflows differ from today’s operations for patient-facing functions and the back-of-house. Ms. Hayes replied that the centralized registration area on each floor in the building supports patient check-in. Kiosks are also included for those who have preregistered. The patient will then be directed to the location of their clinic. Guest services within the building will help direct people, as well. The most dramatic change will be the use of the Epic Clinic Map. It is an electronic graphic that

The MetroHealth System Board of Trustees

will display each of the exam rooms, consult rooms, and intake rooms within each clinic. Currently, a pilot program of this process is being finalized for testing at the Parma Internal Medicine Clinic, which will be completed this month.

Mr. Dziedzicki asked if there would be a wayfinding app patients could use to navigate the building. Ms. Hayes noted there is no plan to do this because patient/visitor pathways are clear and direct, making it easy to locate each clinic. The public elevators are centrally located on the west side of the building, and the main concourse and waiting areas are immediately to the left or right on each floor. Mr. Dziedzicki asked if any activities are planned for an active shooter drill, so staff know how to shelter in place as well as identify exit routes. Ms. Hayes stated this would be one of the Emergency Management Operations activities planned for the building.

Dr. Alexander expressed a concern regarding technology and the mapping process for the assignment of exam rooms. The most efficient use of physician time, as well as medical assistants, is to assign patients to exam rooms that are close to each other and not at opposite ends of the hall. Ms. Hayes replied that one of the features being worked on with the Epic Clinic Map is to ensure it organizes assignments by pod, so exam room assignments would all be close together, even if they are not immediately adjacent. Conversations with the many providers and pre-work for the pilot program are currently being done. Dr. Lewis has been working with us as well, and we are still working through these workflows. Dr. Walker stated that this needs to be piloted with the different groups of doctors. Ms. Hayes stated this will be piloted at the Parma Internal Medicine Clinic first before rolling out to the remaining clinics.

Ms. Hayes provided an update on the Ambulatory Enabling projects. Renovation of the Heart and Vascular Clinic at Parma is scheduled for completion on September 9th, and activation will begin on September 23rd. The renovation of the Pain Management Clinic will be completed on October 2nd and will be ready for activation on October 15th. The Parma MRI replacement project is in process with an anticipated completion date in Q1 2026. The Physical Therapy Expansion at Parma is underway, with GMP being finalized, and Phase 1 completion is expected by year-end. The Emergency Department refresh project continues. The schematic design is completed, and the design development phase will be completed on August 15th. The construction documents will be completed by the end of November. Construction for Phase I will take approximately nine to twelve months to complete.

The MetroHealth System Board of Trustees

Mr. Bicak provided an update on Q3 and Q4 2025 Campus Transformation Priorities. Continue on-time and on-budget construction, transition planning, and activation planning for the Outpatient Health Center. Complete the Parma Ambulatory Enabling Projects. Develop a plan for traffic circulation at Glick and the OPHC, and plan for revised parking assignment with the opening of the OPHC. 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 provided an update on Facilities capital projects. To date, 103 major and minor projects are in progress with a total value of over \$4 million. The majority are for repairs or replacement of failed infrastructure components. The Boiler Replacement in the Powerhouse and the replacement of the Line Isolation Monitors for the main campus Operating Rooms are near completion. Upgrades to the building automation system and for the CCP generators are ongoing.

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. Moss made a motion to go into Executive Session, which Mr. Dziedzicki, seconded. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 1:10 pm.

Following Executive Session, the meeting was reconvened in open session at 1:50 pm.

IV. Recommendation/Resolution Approvals

- A. Recommendation to Expand Use of Previously Approved Funds to include Capital Expenditures for Bell Greve, Rammelkamp, Business Services, and Other Main Campus Buildings

Mr. Bicak presented the recommendation for the approval of the Expansion of Use of Previously Approved Funds to include Capital Expenditures for Bell Greve.

The MetroHealth System Board of Trustees

Rammelkamp, Business Services, and Other Main Campus Buildings. 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 1:52 pm.

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

Respectfully submitted,

E. Harry Walker, MD, Chairperson
Board of Trustees



The Charter of the Facilities and Planning Committee of The MetroHealth System Board of Trustees

Purpose

The Facilities and Planning Committee of The MetroHealth System ("System") Board of Trustees ("Board") will assist the Board in oversight of matters relating to the physical environment of The MetroHealth System including recommendations for ensuring the System's optimal use of capital and space resources, overseeing and monitoring planning and execution of space utilization, construction and renovation; and overseeing and monitoring plans as well as formulating policy and making recommendations regarding the System's buildings and grounds.

Responsibilities

In fulfilling its charge, the Facilities and Planning Committee is responsible for the following activities:

- Serves as stewards of the System's master facilities plan. Reviews and recommends approval for updates to the campus master plan and other significant plans related to space, facilities improvement, or other matters pertaining to the physician physical environment.
- Review and recommend approval of annual facilities capital budgets comprising clear financial objectives; forward to the Finance Committee of the Board for discussion/action.
- Recommend approval of land and building acquisition comprising clear financial objectives; forward to the Board for discussion/action.
- Review all capital construction, renovation and real estate project proposals and leases and forward analyses and recommendations to the Board for discussion/action as required pursuant to BOT-07 Delegations of Authority.
- As requested, serve as a capital and space "sounding board" and "brainstorming" group to assist the President and Chief Executive Officer ~~and President~~, SVP ~~Construction~~, Facilities, Construction and Campus Transformation, Chief Operating Officer, and Chief Financial Officer.
- Address any other matter delegated to the Facilities and Planning Committee by the Board ~~of Trustees~~

Composition

The Facilities and Planning Committee shall consist of at least three ~~board members~~ Trustees of the Board. The SVP of Facilities, Construction and Campus Transformation staffs ~~this the~~ Facilities and Planning eCommittee. All Trustees of the Board are invited to attend the meetings of the Facilities and Planning Committee, but only the Trustees that are members of the Facilities and Planning Committee may vote on matters before the Facilities and Planning Committee.

Meeting Schedule

The Facilities and Planning Committee shall meet quarterly, or as needed.

PRIVATE AND CONFIDENTIAL



The MetroHealth System

Construction Monitoring Update

November 12, 2025



Executive Summary

Apex Outpatient Care Facility

- \$187.9m total costs, 202 invoices reviewed 2021 – present
- \$185.6m construction costs
- \$2.3m consultant costs (7 consultants)
- \$1m recovered
- Interim review complete (Q2 2025)
- Interim review in progress (Q3 2025)

- ***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

Apex Outpatient Care Facility

Project Highlights

Contractor: Turner Construction Company

Contract Value: \$171,761,536

Contract Method: Design Build with GMP

Construction Timeline: Oct 2021 – May 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 (\$187.9m reviewed to date)
- 14 construction interim reviews & change order reviews
- Monthly monitoring of consultant invoicing from 2021 – present
 - o 7 consultants (\$2.3m 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 complete (Q2 2025) contractor billing in compliance
- Interim review in progress (Q3 2025)

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MetroHealth

Campus Transformation 2.0 Update

Facilities & Planning Committee November 12, 2025

James Bicak, AIA

SVP, Facilities, Construction & Campus Transformation

Campus Transformation 2.0 - Updates

- **Outpatient Health Center**
 - Construction Progress
 - Transition Planning & Activation
- **Ambulatory Enabling Projects**
 - Parma Heart & Vascular Clinic
 - Parma Pain Management
 - Parma MRI Replacement
 - Parma PT/OT
- **Planning, Design & Construction Projects**
 - Emergency Department Renovation
 - Exterior Signage
 - Main Campus Legacy Buildings



Outpatient Health Center – Construction Update

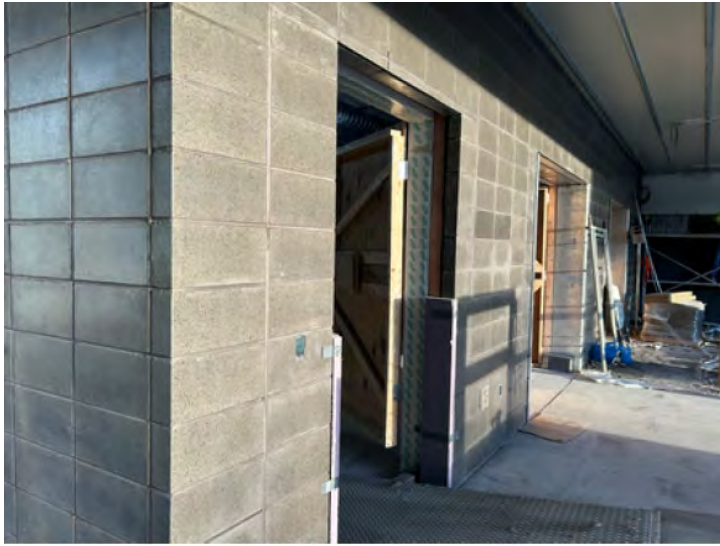
Current Construction Activities

▪ Exterior Work

- Exterior wall panels installation at Loading Dock
- Concrete curb installation

▪ Floor by Floor Status

- 5th Floor building accessories
- 5th ceiling tile
- 5th Floor Lobby flooring
- 4th Floor flooring
- 3rd Floor flooring
- 2nd Floor ceiling grid and drywall finishing
- 1st Floor drywall
- Ground Floor MEP overhead & in-wall installation



Exterior Façade of the Loading Dock



Dock Drive looking toward View Drive



Pharmacy Drive-Thru Canopy



5th Floor Exam Room with Accessories



5th Floor Toilet Room with Accessories



5th Floor Final Paint



5th Floor Lobby Completed Ceiling



2nd Floor Ceiling Grid



1st Floor Drywall



4th Floor Medical Infusion Casework

Outpatient Health Center – Construction Update

Construction Activities over the Next Month

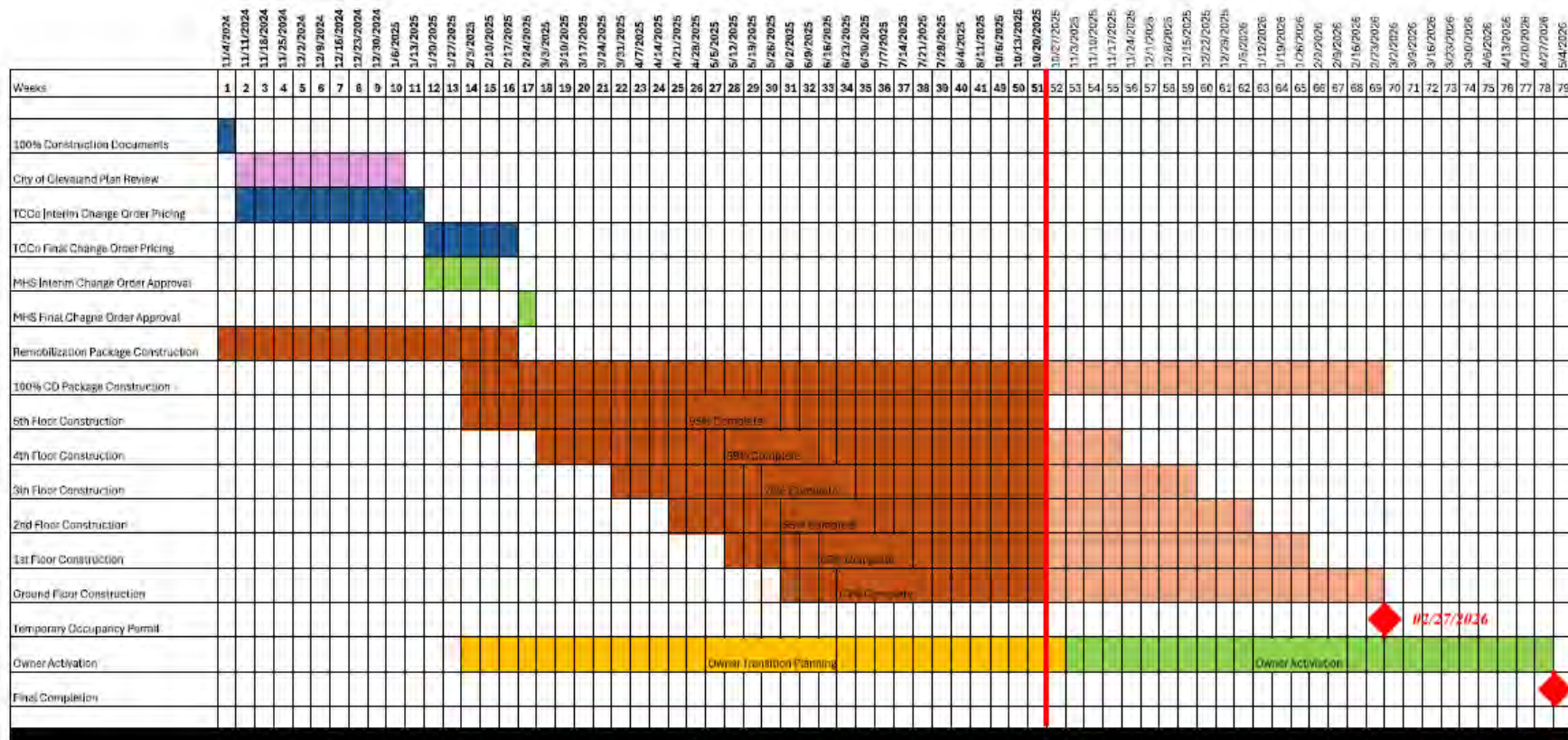
▪ Exterior Work

- Loading Dock asphalt paving
- Final grading and landscaping

▪ Floor by Floor Status

- Mechanical, Electrical & Plumbing (MEP) Equipment commissioning
- 5th Floor toilet room accessories and finish paint
- 4th Floor Door installation, ceiling tile, and building accessories
- 3rd Floor flooring
- 2nd light fixtures
- 1st Floor drywall finishing
- Ground Floor drywall installation

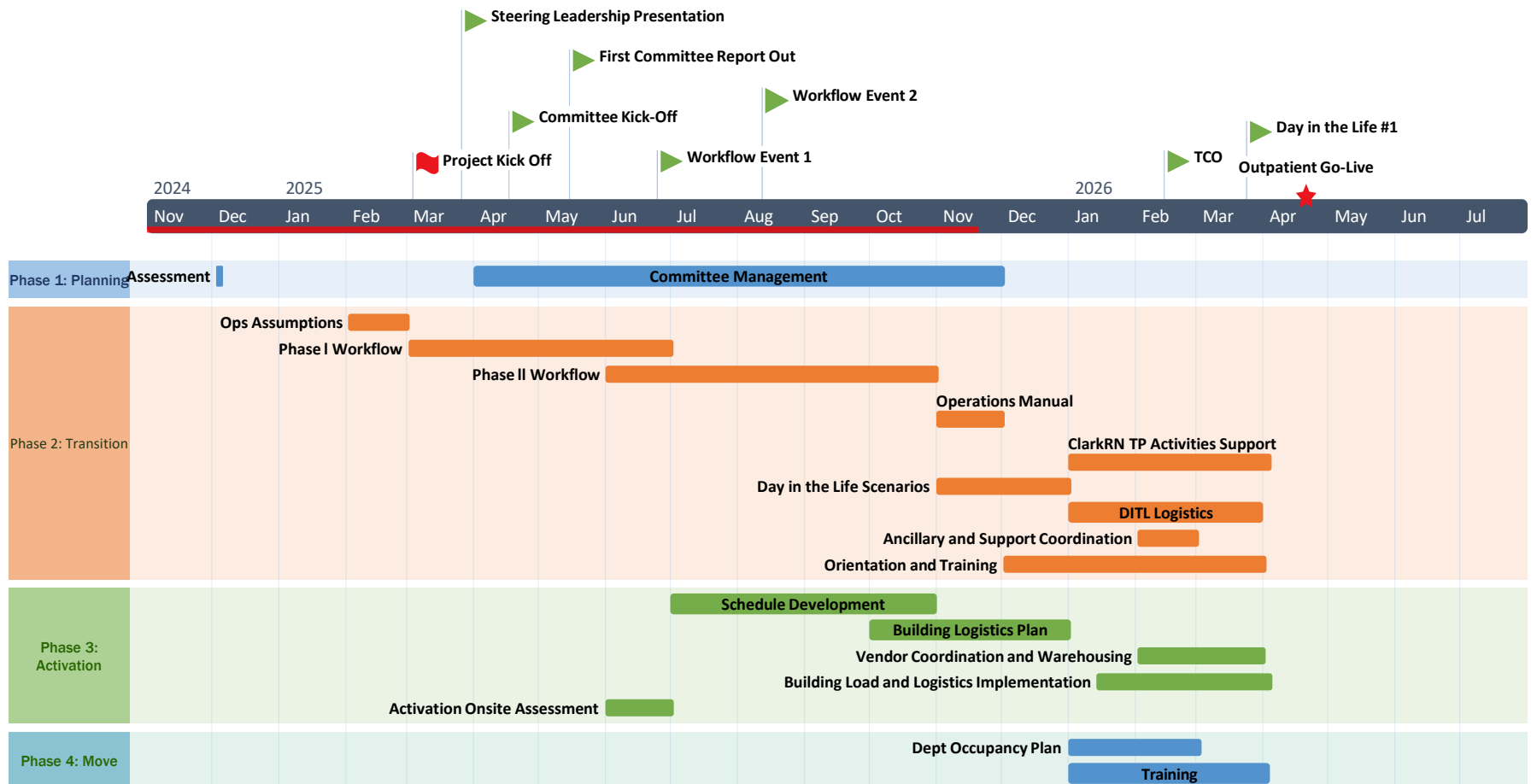
10/27/2025



Outpatient Health Center

Transition Planning & Activation

- **Equipment deliveries and deployment coordinated and scheduled for installation**
 - Contract labor assessment for equipment testing and tagging underway
 - Re-use equipment relocation and installation being coordinated
- **Furniture installation scheduled post Time-limited Certificate of Occupancy**
- **IS Device deployment to begin November 17, 2025**
- **Artwork selection & procurement in process**
- **Interior signage and wayfinding package complete and ready for production**





Ambulatory Enabling Projects 2.0 - 2025

Parma

Heart & Vascular Clinic

- Project Complete – First Patient October 20, 2025

Pain Management

- Construction Completion October 30, 2025
- First Patient Planned for November 10, 2025

Parma MRI Replacement

- Design progress
- Equipment Procurement

Physical Therapy Expansion

- Phase 1 PT expansion commenced.
- Construction completion January 8, 2026

Planning Design & Construction Projects

Current Activities

Emergency Department Renovation

- Design Development Documents Review
- Cost Estimating and Value Engineering
- Construction Phasing and Planning

Exterior Signage

- Implementation Plan

Main Campus Legacy Building

- Relocation of remaining departments in the Core & Towers
- Arch/Eng Consultant Selection Update
 - Programming and planning department relocations
 - Engineering utility and infrastructure relocations
 - Documentation for abatement and demolition activities
 - Exterior wall infill and repair for remaining building

Q3 & Q4 2025 Campus Transformation Priorities

- **Outpatient Health Center**
 - Maintain Construction Progress on Schedule and on Budget
 - IT Systems and Medical Equipment
 - Continue Transition Planning & Activation
- **Ambulatory Enabling & Planning Design Construction Projects**
 - Completion of Parma Projects
- **Campus Parking & Open Space**
 - Develop Plan for Traffic & Parking at OPHC Opening
- **Main Campus Legacy Buildings**
 - Complete AE Consultant Contract Award
 - Continue relocations of remaining occupants from the Core and Towers





MetroHealth

Facilities Management Update

Facilities & Planning Committee November 12, 2025

Karen Dethloff, VP System Facilities Operations & Management

FM Capital Projects Initiated in 2025

To date 131 Major & Minor Projects are in progress with a value of \$5,018,934

Most of projects are routine repair, or replacement, of aged or failed infrastructure components

Our building Automation System Project is ~83% complete, completion not expected until Q2 2026

Ongoing projects include upgrades to the CCP generators, installation of a new steam boiler at Parma and new chiller and cooling tower for the OPP

2025 Projects by Group:

- 123 Contingency/Break-Fix
- 2 Facilities Strategic
- 6 Initiated on behalf of other Depts.

FM Initiatives above routine Inspection, Testing, & Maintenance

- Facilities leadership supported several Campus Transformation Initiatives:
 - The main campus Utilities Study
 - Investigating separation of the OPP from the Power House boilers
 - Preparations for turnover of the OPHC: developed the water quality testing & flushing program, touring regularly, awaiting training schedule & equipment list to build into our PM program
- Upgrades to the Building Automation System (\$3.5M)
- Managing infrastructure upgrades to support replacement of lab equipment at Parma, Cleveland Heights and Brecksville
- Supported the off-campus clinic consolidations in October
- Developed a new 5-year Capital Plan
- Initiated 10-hour shifts and revised weekend rotation schedules to reduce overtime
- Three skilled trades interns from Lincoln West High School are shadowing Facilities staff 3 hours weekly
- Winter building & equipment preparations to ensure boilers operate efficiently, filters are changed, converting systems from cooling to heating, draining cooling towers and preparing trucks, snowplows, and salt spreaders

