

**THE METROHEALTH SYSTEM
FACILITIES & SPACE COMMITTEE
BOARD OF TRUSTEES
REGULAR MEETING MINUTES**

DATE: Monday, January 25, 2021

TIME: 4:00 p.m.

PLACE: MetroHealth Medical Center
K107, Business Services Building—*Virtual Webex*

COMMITTEE TRUSTEES: Mr. Monnolly, Ms. Dee, J. B. Silvers, Ms. Kirk, Mr. Hairston, Ms. Whiting

STAFF: A. Boutros, W. Jones, C. Richmond, J. Jacono, Dr. Brandt, S. Rajki, K. Dethloff, M. Hewitt

GUEST: Marvin Daniels, Kevin Ortner, Sarah O’Keeffe, Andreanna Sims

(ABSENT): B. Moreno, B. Boulanger, M. Stern, J. Platten

Mr. Monnolly called the regular meeting of the Facilities & Space Committee to order at 4:05 p.m. 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 – October 26, 2020 MEETING

The minutes of the October 26, 2020 Facilities and Space Committee were approved as presented.

II. DISCUSSION ITEMS

A. Ms. Dethloff provided an update on the status of the Facilities Report to the Board. In support of COVID-19 readiness for a surge, Facilities staff rebuilt 16 patient care units within three months. This work included all the ICUs that were closed in 2016 when the CCP ICUs opened. In addition, the staff made significant infrastructure adjustments to improve safety for patients and staff and installed over 1,600 chair and desktop dividers to create physical barriers between patients, visitors, and staff throughout the system.

In 2020, Facilities Management was challenged to reduce the department’s use of overtime. The management team developed a tool to track OT usage weekly and ended 2020 39% under budget, despite a 5.4% vacancy rate and an average of 2.4 employees out each week on FMLA.

Ms. Dethloff presented highlights of the Capital work effort for 2020. The Facilities Department initiated 94 Capital projects in 2020 with budgets of \$8.6 million. Of this spend, over \$2.4 million was spent with diverse vendors, including \$1.78 million that was spent with M/WBEs. Selected Capital Projects were described including: repair work in the OBC and North visitor garages and the replacement of a major air handling unit at the W. 150th Ambulatory Surgery Center and Health Center, where the construction team worked 24 hours a day over this past weekend and completed the installation with no impact to scheduled surgery cases or patient visitations.

Ms. Dethloff also described a recent critical repair that showed the efforts of Facilities staff and an outside contractor to respond to a major water main rupture that occurred on December 30th. This 8" water line was one of two required feeds to the hospital's boilers. The team was able to research a complicated situation, isolate and stop the leak, then cross connect and reuse an abandoned line to restore this water feed to the boilers, without having to excavate View Road and repair the broken line.

Ms. Dethloff described how the staff provided educational sessions to the Latino Construction Program on Healthcare Construction, and to the CMSD's Student Workforce Advancement Group (SWAG) regarding opportunities in Facilities. Internally, Facilities Management leadership also conducted eight presentations from the ASHE (American Society for Health Care Engineering) Annual Conference for managers from Facilities Management, Planning, Design and Construction, Infection Prevention, Emergency Management and Quality.

- B.** Ms. Sims provided an update on Real Estate and Property Management to the Board. During the initial COVID closure, Real Estate negotiated with two of the Sleep Hotels (Sonesta Suites and Aloft Hotel) by saving MetroHealth \$21,000. A reduced rental rate was negotiated with the Residence Inn resulting in an annual savings of \$41,000. Effective June 2020, Real Estate successfully negotiated a reduced rental rate for the Buckeye Health Clinic resulting in an annual savings of \$76,000. In addition, Real Estate was successful in securing \$240,000 from the Landlord for Tenant Improvements which is currently under way. During 2020, Real Estate renewed 17 leases and negotiated one new lease (Mom's House). The total rental lease payment budget in 2020 was \$8 million total over 41 leased sites (Ambulatory Sites, DDM, Physician Housing, Sleep Labs & Airports).
- C.** Ms. O'Keeffe provided an update on 2020 Sustainability accomplishments to the Board. The focus for Sustainability is to use environmental stewardship strategies to improve operational and clinical processes and to achieve financial savings while protecting human health and advancing the long-term sustainability of the organization. The Sustainability program is organized across various priorities determined by the Sustainability Advisory Council and national benchmarking gap analysis from Practice Greenhealth, and addressed by the Sustainability Office team, Sarah O'Keeffe and Ren Brumfield, as well as numerous engaged members of the organization across every discipline and department.

Some key highlights from the 2020 chart of Sustainability accomplishments include the following:

Submitted \$298,000 in grants to support initiatives in areas of Waste, Climate Change Action & Transportation.

- **WASTE** - Recycling infrastructure grant - Ohio EPA - program delayed one year due to COVID-19; invited to update submission in February 2021.

- **CLIMATE CHANGE ACTION** - EV Charging station grant to OH EPA using VW settlement dollars - decision not yet reached (To fund 17 EV parking/charging spots in the future OPT visitor garage).
- **TRANSPORTATION** - \$98,000 grant for an employee commuting pilot program focusing on transit passes for essential employees - Fund for Our Economic Future Paradox Prize - AWARDED - 32 participants.
- **NOTE:** Dr. Boutros added that he just approved a project that will help MetroHealth go to a daily parking rate; this is a huge step towards more efficient transportation management as employees will be able to pay for what parking they actually use instead of on a monthly basis (no matter how many days they park), allowing a daily choice for employees taking different modes of transportation, as they are able (ex: carpooling or riding transit or biking or working remotely versus driving alone) and the development of incentive programs from MetroHealth in these choices.

Waste Management Contracts in 2021

- 5 months of Ross, Inc. managing hazardous waste - savings at satellites (less cost per site); breaking even at main campus; project that labor has been taking longer than projected; anticipate this to decrease as familiarity with site increases; \$32,000 avoided cost anticipated).
- Projected to avoid \$250,000/annually in waste processing costs through a capital model of treating red bag / infectious waste / biohazardous waste; CAF is in progress from EVS; Sustainability is supporting.

Employee Engagement - engaged over 690 employees, clinicians, staff via Grand Rounds (Anesthesia, Medicine) MIV events, survey on transportation.

Community – Outreach to over 180 community members & regional professionals via EcoDistrict and Clark-Fulton master planning events, meetings and content expert webinars delivered by Sarah O'Keeffe (US Green Building Council, 2030 District).

- D.** Ms. Hewitt provided an update on 2020 Planning, Design and Construction accomplishments and activities to the Board.

Planning, Design, and Construction managed 33 projects in 2020. The combined budget for these projects is approximately \$29 million. This includes projects from planning to close-out.

We want to highlight a few projects:

We are building the **MetroHealth Family Dentistry Center** on Lorain Avenue near the Ohio City Health Center. This project has a budget of \$3.67 million. The interior demolition has been completed, and construction begins this month, and the anticipated completion date is in June 2021. The first patient date is July 1st, 2021.

One of the **Linacs or Linear Accelerators** is being replaced. Construction has been completed, and the programming of the new equipment is ongoing. The final construction

effort was to replace the four-foot concrete wall section removed to replace the equipment in the Outpatient Pavilion.

Cath Lab A was replaced. Construction was completed on January 11th, and the first patient date was January 18th.

The **Behavioral Health & Addiction Center** at Cleveland Heights completed the planning stage and started design. The Conceptual Cost is \$42 million. The Schematic Design has been approved, and construction is expected to begin in the Summer of 2021 and will be completed in October 2022.

OBC Reconfiguration Project and the Skilled Nursing Facility Project are ongoing. The reconfiguration projects' construction started in September of 2021, and all projects will be completed in October 2021.

The **ED SANE** (Sexual Assault Nursing Examination) project was completed in 2020. This is a project that was funded through donations and has taken ten years to become a reality. It was featured in the MIV to celebrate the completion.

The **Outpatient Tower** project is in the planning stage. Currently, the estimated size is 250,000 square feet with an estimated Conceptual Cost of \$130 million. Efforts continue to refine the program and conceptual costs.

Ohio City Health Center was completed in June 2020. After completion, a pharmacy was added and was completed in December 2020.

A **Chemistry Lab at Lincoln West** is being constructed. The goal is to complete construction before the students return in March 2021.

- E. Mr. Ortner provided an update on 2020 Transition Planning and Operations activities to the Board. Some of the primary activities and accomplishments in 2020 were the Med, IT, AV and Security equipment planning, design, initial procurement activities. A reuse of existing equipment analysis of approximately 6,000 pieces of equipment are underway. Final equipment selections were made for Imaging, Central Sterile Processing and Pharmacy. Fit Plans and Final Equipment Drawings are being produced. Initial equipment procurement activities were started.

Mr. Ortner reported that the Transition Planning Firm, HTS, Inc., was selected via an RFP that yielded responses from over 20 firms. The HTS Team was onboarded and is currently performing initial program and project planning activities. He will be presenting a resolution at the March meeting for the Transition Planning, Activation, Move Management and Decommissioning project. The estimated amount is approx. \$9,500,000. There are many preliminary meetings planned with the MH staff during February and the full project kick off is scheduled to take place in March 2021.

Mr. Ortner obtained the American Hospital Association's Certified Healthcare Constructor Certification, which only 45 people hold this certification in the state of Ohio.

- F. Mr. Jones provided a progress report update on the Campus Transformation Project. The project is running on time and on budget. COVID-19 has not impacted the project to date, with no loss of workforce and no adverse supply or equipment issues.

The hospital tower is now named The Glick Center due to the significant philanthropic donation by Bob and JoAnn Glick. The design has been revised to include 118 additional beds by buildout of shell space, and conversion of 50 rooms to semi-private capability with no schedule extension and within total project bond funded amount. The design and construction schedule has also been accelerated to bring forward completion of the Women's and Children's department, and relocation of the helipad to the Critical Care Pavilion (CCP) for occupancy simultaneously with the Glick Center.

Site observations continue and the CCP renovation construction documents are in progress. The CUP (Central Utility Plant) interior/exterior scope of work is approximately 90% complete overall. The hospital tower fireproofing is complete, as well as concrete flooring. Interior drywall installation has begun, and in some areas is complete with finish work underway continues. The hospital tower enclosure scope is under way and the first glazing field QA/Qc test passed. Turner is finalizing the sub award sequence for the remaining revised Day-1 sitework. The sub-contractor OCIP (Owner Controlled Insurance Program) enrollment coordination continues and is on schedule. The CUP Test and Balance pre-test support/coordination continues.

The CCP renovations scope will be in the next scheduled GMP package for board approval in March.

III. CONSENT ITEMS

- A.** Recommendation to the President and CEO of The MetroHealth System to approve the further amended Agreement with Turner Construction Company as the Construction Manager at Risk for Campus Transformation and Revise the Guaranteed Maximum Price for the New Hospital Tower and Central Utility Plant.

The Committee approved the recommendation for full Board action.

- B.** Recommendation to the President and CEO of The MetroHealth System to approve the further amended Agreement for Owner Representative Services with Hammes Company Healthcare LLC as the Owner Representative for the Campus Transformation Project.

The Committee approved the recommendation for full Board action.

- C.** Recommendation to the President and CEO of The MetroHealth System to approve the Renewal of Certain Leases as more fully described in Attachment A.

The Committee approved the recommendation for full Board action.

- D.** Recommendation to the President and CEO of The MetroHealth System to approve the Lease of Space as more fully described in Attachment A.

The Committee approved the recommendation for full Board action.

IV. NON-CONSENT / ACTION ITEMS

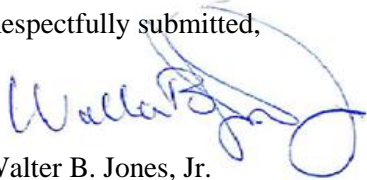
None

Upon unanimous roll call vote, the Committee went into Executive Session to discuss trade secrets and real estate matters.

At the end of the executive session, the Committee reconvened the meeting in open session at 5:09 p.m.

There being no further business to come before the Committee, the meeting was adjourned at 5:17 p.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Walter B. Jones, Jr.", with a large, stylized flourish at the end.

Walter B. Jones, Jr.
Senior Vice President, Campus Transformation