



# The MetroHealth System

## Board of Trustees

Wednesday, May 24, 2023

3:30 - 5:00 pm

The MetroHealth System K-107 or via Zoom

## Facilities and Planning Committee

### Regular Meeting

# The MetroHealth System Board of Trustees

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## FACILITIES & PLANNING COMMITTEE

**DATE:** Wednesday, May 24, 2023  
**TIME:** 3:30 pm – 5:00 pm  
**PLACE:** The MetroHealth System K-107 / via Zoom Option

### AGENDA

#### I. Approval of Minutes

Committee Meeting Minutes of February 22, 2023

#### II. Information Items

- A. Transformation Projects Construction Cost Review – *Stephanie Tantillo, RSM*
- B. Campus Transformation Status – *Walter Jones, Interim SVP, Campus Transformation*
- C. Outpatient Health Center and Ambulatory Enabling Projects Status – *Debra DeCapite, Interim Director, Planning, Design and Construction*
- D. Campus Transformation 2.0 Update – *Eileen Hayes, Vice President, Transition, Planning & Activation Readiness*
- E. Facilities Management Update – *Karen Dethloff, VP, Facilities Management*

#### III. Recommendation/Resolution Approvals

- A. Approval of the Selection of Pre-Authorized Professionals

#### IV. Executive Session

**Return to Open Meeting**

**Next Regular Meeting:** Wednesday, September 27, 2023, 3:30 – 5:00 pm  
MetroHealth K107 Board Room or Zoom  
<https://us02web.zoom.us/j/86723111860>

# The MetroHealth System Board of Trustees

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## FACILITIES AND PLANNING COMMITTEE

February 22, 2023

4:00 p.m.

The Board Room K107 or Zoom (<https://us02web.zoom.us/j/89588680299>)

### Meeting Minutes

**Committee Members Present:** Ms. Dee-I, Ms. Chappell-I

**Staff Present:** Mr. Jones-I, Dr. Bailit-R, Dr. Chehade-R, Dr. Golob-I, Dr. Lewis-I, Dr. Mercer-I, Ms. Sawyer-I, Ms. Rajki-I, Ms. Dethloff-I

**Guests:** Victoria Bowser-R, Eileen Hayes-I

Ms. Chappell called the meeting to order at 3:35 p.m., in accordance with Section 339.02(K) of the Ohio Revised Code.

(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.)

Ms. Chappell informed the committee that Mr. Jones returned as Interim Senior Vice President, Campus Transformation while a search is in process for a replacement. The Committee members are happy to have Mr. Jones back at MetroHealth as Interim.

Mr. Jones announced his elevation to the College of Fellows of the American Institute of Architects (FAIA) status.

Mr. Jones introduced Eileen Hayes, Director Transition, Activation and Operational Readiness to the Committee. Ms. Hayes has a very broad range extensive skillset from her previous experience which the hospital has utilized her efforts to lead, activate and complete The Glick Center. Ms. Hayes will be elevated to Vice President status. Dr. Mercer stated, for the record, that at last week's Council of Chairs meeting, Ms. Hayes was recognized for being particularly helpful and collaborative with the transition.

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

The minutes of the November 21, 2022 Facilities and Planning Committee meeting were approved as submitted.

# The MetroHealth System Board of Trustees

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## II. Information Items

*Campus Transformation Status Update – Walter Jones, Interim Senior Vice President, Campus Transformation*

Mr. Jones displayed the Campus Transformation dashboard showing the progress of the project up to date which goes through the end of December 2022. An update to the Dashboard will take place in the first quarter of 2023.

Mr. Jones provided an update to the Committee on current activities. The Helipad and Morgue Cooler Replacement will both be completed end of March 2023. The Lab Automation line installation will be completed April 2023. The CP 1 Renovation (CCP 1<sup>st</sup> floor backfill) is scheduled for completion in Fall 2023.

Reporting on the next step for the Campus Transformation, a “state of the state” review for The Glick Center, Apex and ambulatory enabling projects (AEP) will be conducted using the interview and survey techniques of post occupancy evaluations (POE). The areas of study will focus on the clinical, academic, administrative, research, Legacy buildings and infrastructure along with other values. The engagement communication structure will comprise of the Steering Committee and stakeholders, users and occupants in a workshop format.

*Campus Transformation Report – Eileen Hayes, Director Transition/Activation & Operational Readiness*

Ms. Hayes provided an update to the Committee on the Campus Transformation current status and progress. The Women & Children Relocation to CCP has been completed. ODH Facility Survey was conducted January 17 and 18, 2023 which was very successful. The Ribbon Cutting and “Sip & See” Community Event was held January 19, 2023 approximately 200 people attended. The relocation of Labor and Delivery, High Risk Antepartum, Postpartum & NICU was successfully completed on January 25, 2023. The NICU rooms are all private rooms. The parents of the babies in the new unit received little onsies that reads “Hope Delivered.”

Ms. Hayes reported to the Committee that a change in Owner’s Representative occurred. With the Glick Center and Women & Children projects complete, MetroHealth System made a decision to conclude the contract with Hammes on March 2, 2023. Effective January 31, 2023 Signet began the transition process with the team from Hammes and will closeout the remainder of the project.

*Facilities and Planning, Design & Construction Update – Karen Dethloff, Vice President Facilities and Construction*

# The MetroHealth System Board of Trustees

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Ms. Dethloff provided an update on the Facilities and Planning, Design and Construction accomplishments since November. The Facilities staff completed 100% of preventative maintenance work orders in 2022 equalling a total of 79,000 work orders. During all of 2022 Facilities Management staff supported over 200 utility shutdowns by assessing utility distribution, user impacts and potential mitigation strategies to ensure a safe shutdown, and to minimize down time and disruption to operations. The Facilities Management leadership team also oversaw over 70 capital infrastructure projects in 2022 and are operating the Glick Center and current main campus buildings with no increase in staff.

Ms. Dethloff reported on the opening of the Visitor Garage and a second Spry Senior Care Brookpark opened in November 2022. Construction of the Vector Clean Lab was completed in December.

Ms. Dethloff provided a list of Facilities Management capital projects that were initiated in 2022 and provided an update on the projected milestones on the Ambulatory Enabling Project at several sites.

### **III. Recommendation/Resolution Approvals**

- A. Recommendation to the President and Chief Executive Officer of The MetroHealth System to approve Owner's Representative/Project Management Service Providers.

After some discussion of the proposed resolution, 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 4:30 pm.

Respectfully submitted,

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

Next Regular Meeting: Wednesday, September 27, 2023, 3:30 – 5:00 pm  
MetroHealth K107 Board Room or Zoom  
<https://us02web.zoom.us/j/86723111860>



# FACILITIES & PLANNING COMMITTEE MEETING

Construction Cost Reviews

May 24, 2023



## Agenda

### Construction Cost Review Executive Summary

1 Transformation Project

2 Behavioral Health Project (BHP)

3 Apex Project

4 Ambulatory Enabling Projects (AEP)

Next Steps

# Construction Cost Review Executive Summary

## Project-Wide Snapshot: February 1, 2023 to April 30, 2023

	Project	Costs Reviewed this Period	Total Costs Reviewed	Total Construction Pay Applications	Construction Contract Value	Contractor Completed to Date	%
1	Transformation	\$ 10,458,092	\$ 581,908,269	52	\$ 535,945,273	\$ 526,921,583	98%
2	BHP	\$ 59,202	\$ 38,208,654	21	\$ 38,073,296	\$ 36,196,111	95%
3	Apex	\$ 19,789,181	\$ 82,762,844	55	\$ 139,585,831	\$ 82,328,497	59%
4	AEP	\$ 3,010,575	\$ 12,974,807	11	\$ 27,662,768	\$ 12,968,887	47%

### Observation Highlights

- Prime contractor labor/general conditions support
- Prime contractor lien waivers
- Professional services labor rate compliance
- Invoice restructuring
- Billing classification corrections
- Evaluate for adequate supporting documentation
- Sample transactions to validate costs
- Analyze supporting schedules such as certified payrolls, contingency logs and allowance logs



# Construction Cost Review Executive Summary

## Invoice Review Matrix

	Project	Vendor	Primary Review	Secondary Review	Final Approval
1	Transformation	Turner (Construction)	Consultants & Signet	RSM	MHS
		Multiple Consultants (Design)	Signet	RSM	MHS
		Hammes/Signet (Project Management)	RSM	--	MHS
2	BHP	Anchor-Higley (Construction)	Signet	RSM	MHS
		Multiple Consultants (Design)	Signet	RSM	MHS
		Signet (Project Management)	RSM	--	MHS
3	Apex	Turner (Construction)	MHS (1)	RSM	MHS (2)
		Multiple Consultants (Design)	MHS (1)	RSM	MHS (2)
4	AEP	Turner (Construction)	MHS (1)	RSM	MHS (2)
		Multiple Consultants (Design)	MHS (1)	RSM	MHS (2)

MHS (1) – Diversity Management review  
MHS (2) – Project management / Signet review

- RSM invoice review initiated by notification through e-Builder (operating system)
- Invoice evaluation steps include:
  - Costs are compliant with rates established in the agreements
  - Determine that invoices are mathematically accurate
  - Invoices have adequate supporting documentation
  - Judgmental sampling to validate costs
  - For construction pay applications, also review supporting documentation such as certified payrolls, contingency logs and allowance logs
- RSM review checklist submitted through e-Builder

## 1

# Transformation Project – Monthly Reviews Completed

## Total Payment Applications Reviewed for Transformation Project

Vendor	Total Payment Applications	Amount Reviewed through Prior Period	Amount Reviewed this Period	Total Amount Reviewed	Percent of Total Review
Turner Construction	52	\$ 519,091,962	\$ 7,829,621	\$ 526,921,583	90.58%
Hammel, Green and Abrahamson, Inc. (HGA)	63	33,225,957	600,302	33,826,259	5.81%
Hammes Company	63	9,782,481	-	9,782,480	1.68%
Osborn Engineering	52	2,586,495	65,006	2,651,501	0.46%
Mitchell Planning	43	2,418,078	17,050	2,435,128	0.42%
ESC Midwest, LLC (Solar Engineering)	57	1,605,201	37,358	1,642,559	0.28%
Engineering Economics, Inc.	44	2,214,580	1,566,635	3,781,215	0.65%
PSI Intertek	13	190,871	-	190,871	0.03%
ATC Group Services	11	334,553	145,551	480,104	0.08%
Barber and Hoffman	1	-	1,900	1,900	0.00%
Healthcare Technical Services, Inc.	1	-	194,669	194,669	0.03%
<b>Total</b>	<b>400</b>	<b>\$ 571,450,178</b>	<b>\$ 10,458,092</b>	<b>\$ 581,908,269</b>	

### Additional Observations and Process Improvement Highlights

- Professional services labor rate compliance – adherence to rate card, mathematical accuracy
- Professional services reimbursable support – subconsultants, overhead costs

## 1

# Transformation Project – Interim Review Summary

## Findings and Recoveries

Item	Interim Review Scope	Impact	Audit Status
1	Stored Material Reporting	\$690,185 Recovered	Closed as of 5/19/21
2	Subcontractor Default Insurance	\$289,853 Recovered	Closed as of 10/23/20
3	Information Technology	\$ 163,150 Identified	Closed as of 5/18/21
4	General Liability Insurance	\$ 61,795 Identified	Closed as of 8/6/21
5	Subcontractor Invoice Timing	No Impact / Issue	Closed as of 9/17/21
6	Turner Amendment 24 – General Conditions	No Impact / Issue	Closed as of 3/15/22

## Next Steps

- All vendors – Continue monthly invoice reviews
- Turner – Glick Tower closeout review, in progress
- Turner – Final project closeout review, planned Q3 2023

## 2

## Behavioral Health Project – Monthly Reviews Completed

## Total Payment Applications Reviewed for the Behavioral Health Project

Vendor	Total Payment Applications	Amount Reviewed through Prior Period	Amount Reviewed this Period	Total Amount Reviewed	Percent of Total Review
Anchor Health Properties (AHP) Development, LLC.	21	\$ 36,196,111	-	\$ 36,196,111	94.75%
US Communications & Electric, Inc.	13	1,383,516	\$ 59,202	1,442,718	3.72%
National Office	1	301,825	-	301,825	0.81%
Signet Development, Ltd.	2	268,000	-	268,000	0.72%
<b>Total</b>	<b>37</b>	<b>\$ 38,149,452</b>	<b>\$ 59,202</b>	<b>\$ 38,208,654</b>	

## Additional Observations and Process Improvement Highlights

- No review notes this reporting period

## 2

# Behavioral Health Project – Interim Review Summary

### Findings and Recoveries

Item	Interim Review Scope	Impact	Audit Status
1	Obtained support for labor costs incurred	\$174,848 identified	Closed as of 7/12/22
2	Restructured invoicing process (DBIA, certification, lien waivers, etc.)	Process Improvement	Closed as of 7/12/22
3	Reclassified billings	Process Improvement	Closed as of 7/12/22

### Next Steps

- All vendors – Continue monthly invoice reviews
- Anchor – Final project closeout review, planned Q2 2023

## 3

## Apex Project – Monthly Reviews Completed

## Total Payment Applications Reviewed for the Apex Project

Vendor	Project Component	Total Payment Applications	Amount Reviewed through Prior Period	Amount Reviewed this Period	Total Amount Reviewed	Percent of Total Review
Turner Construction	Garage	14	\$ 16,508,121	\$ 30,734	\$ 16,538,855	19.98%
Turner Construction	Outpatient, Administration & Cancer (OAC) Building	14	33,917,332	18,815,224	52,732,555	63.72%
Turner Construction	Soft Costs	16	8,071,307	299,967	8,371,274	10.11%
Turner Construction	Prentiss Demo	3	1,051,359	-	1,051,359	1.27%
Turner Construction	Rammelkamp	8	3,037,587	596,866	3,634,454	4.39%
Solar Testing	n/a	12	329,059	32,993	362,052	0.44%
PSX, Inc.	n/a	6	40,416	-	40,416	0.05%
Heapy Engineering	n/a	8	18,483		25,879	0.03%
Perspectus Architecture	n/a	1	-	6,000	6,000	0.01%
<b>Total</b>		<b>82</b>	<b>\$ 62,953,664</b>	<b>\$ 19,781,784</b>	<b>\$ 82,762,844</b>	

## Additional Observations and Process Improvement Highlights

- Prime contractor – adherence to rate card, mathematical accuracy
- Prime contractor – accurate supporting documents

## 3 Apex Project – Interim Review Summary

### Findings and Recoveries

Item	Interim Review Scope	Impact	Audit Status
	<i>None at this time</i>		

### Next Steps

- All vendors – Continue monthly invoice reviews
- Turner – Interim review, in process

## 4

## AEP Projects – Monthly Reviews Completed

## Total Payment Applications Reviewed for the AEP Projects

Vendor	Total Payment Applications	Amount Reviewed through prior Period	Amount Reviewed this Period	Total Amount Reviewed	Percent of Total Review
Turner Construction	11	\$ 9,958,130	\$ 3,010,757	\$ 12,968,997	99.96%
US Communications and Electric	1	2,160	-	2,160	0.02%
Just Right Environmental	1	3,650	-	3,650	0.03%
<b>Total</b>	<b>13</b>	<b>\$ 9,963,940</b>	<b>\$ 3,010,575</b>	<b>\$ 12,974,807</b>	

**Additional Observations and Process Improvement Highlights**

- Prime contractor – accuracy of contract reporting
- Prime contractor – accurate supporting documents

**Next Steps**

- All vendors – Continue monthly invoice reviews
- Turner – Interim review, Q3 2023



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**MetroHealth**  
Devoted to Hope, Health, and Humanity

**FACILITIES AND PLANNING COMMITTEE**  
**MAY 24, 2023**





# MetroHealth

## CAMPUS TRANSFORMATION STATUS

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Walter Jones, AIA, EDAC, LEED

Interim Senior Vice President Campus Transformation



## AWARDS

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Dear Timothy,

We are grateful for your commitment to sustainability as we work together as a network to transform the health care sector.

Your leadership, ingenuity, and hard work have earned **MetroHealth Medical Center** this year's **Partner for Change Award**. This award recognizes your organization's ongoing commitment to improving its environmental performance and your efforts to build sustainability and resiliency into the operations and culture of your institution. ....

Sincerely,  
Practice Greenhealth Environmental Excellence Awards team

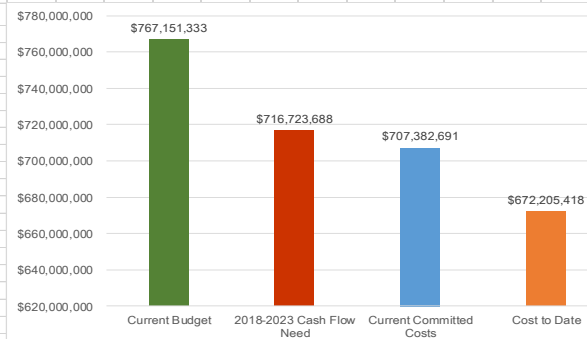
# Campus Transformation Dashboard – (April 2023)

	MASTER SCHEDULE																															
	2017				2018				2019				2020				2021				2022				2023				2024			
	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4	Jan Q-1	Apr Q-2	July Q-3	Oct Q-4
Design - Planned	[Green bar spanning from Jan 2017 to Oct 2022]																															
Design - Actual	[Blue bar spanning from Apr 2017 to Oct 2022]																															
Bidding & Negotiations - Planned	[Green bar spanning from Apr 2017 to Oct 2021]																															
Bidding & Negotiations - Actual	[Blue bar spanning from Jul 2017 to Oct 2021]																															
Construction - Hospital & CUP - Planned	[Green bar spanning from Oct 2019 to Oct 2022]																															
Construction - Hospital & CUP - Actual	[Blue bar spanning from Apr 2020 to Oct 2022] <span style="color:red">★ 1st Patient Opening</span>																															
Construction - CCP 1st Floor - Planned	[Green bar spanning from Oct 2022 to Apr 2023]																															
Construction - CCP 1st Floor - Actual	[Blue bar spanning from Apr 2023 to Oct 2023]																															

Description	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9
	Current Budget	Last Approved Commitments	Budgeted Commitments to Complete	Estimate to Complete	Cost to Date	Local Workforce Participation Contractual \$ Commitments To Date	Local Workforce Participation Contractual Commitments To Date %	Diversity Participation Contractual Commitments To Date %	At Completion Over/Under Actuals
Professional Services	\$89,790,000	\$69,286,794	\$20,503,206	\$69,286,794	\$57,973,203	\$24,598,121	35.88%	18.30%	\$0
Owner Soft Costs (Furniture, Technology, Testing, Permits, Contingency)	\$95,897,234	\$30,892,835	\$65,004,399	\$41,203,857	\$20,344,770	\$11,200	0.04%	0.00%	\$0
New Garage	\$26,400,000	\$24,895,853	\$1,504,147	\$24,876,093	\$24,895,684	\$24,721,961	99.30%	0.15%	\$0
Enabling/Site Demolition/Utilities	\$17,793,399	\$16,628,460	\$1,164,939	\$16,628,460	\$16,628,460	\$16,628,460	100.00%	24.56%	\$0
Hospital & CUP	\$451,870,200	\$519,316,813	-\$67,446,613	\$518,212,169	\$514,372,065	\$519,316,813	99.15%	34.78%	\$0
Hospital Demo/Building Refacing/Site Improvements	\$38,160,500	\$1,146,228	\$37,014,272	\$65,311,690	\$1,208,322	\$0	0.00%	0.00%	\$0
Medical Systems/Equipment	\$47,240,000	\$45,215,708	\$2,024,292	\$47,240,000	\$36,782,915	\$0	0.00%	0.00%	\$0
	<b>\$767,151,333</b>	<b>\$707,382,691</b>	<b>\$59,768,642</b>	<b>\$782,759,063</b>	<b>\$672,205,418</b>	<b>\$585,276,555</b>	<b>82.66%</b> <i>MHS Local Workforce Goal: 80%</i>	<b>30.72%</b> <i>MHS Diversity Goal: 30%</i>	<b>\$0</b>

**PROGRAM SUMMARY/UPDATE:**

- 1. Design/Construction Administration Phase**  
Punch List follow-up on-going for designated areas in the CCP.
- 2. Construction**  
Helipad nearing construction completion. Final Paint & Fire Suppression Ongoing  
Prep/PACU area renovation into OR Staff Support Spaces Ongoing  
On-going user changes are prioritized and being executed in Glick and CCP.
- 3. Contract Awards**  
Turner and sub-contractor OCIP cost credit reconciliation continues by Willis.  
Minor BAS programming and mechanical operational adjustments are on-going.  
IT installation refinements continue to support staff operations.
- 4. Overall Program Schedule and Budget Status**  
Expanded Critical Path Method Schedule in use for CCP with weekly updates.  
City review of HGA ASI documents continues as needed for new scope.  
Project remains within budget and on schedule for all Stage 1 CPM activities.  
All critical ASIs, submittals and request for information (RFI) responses on schedule.  
Overall spend to date includes **\$526.9.M** for Turner and **\$145.8M** for all others.

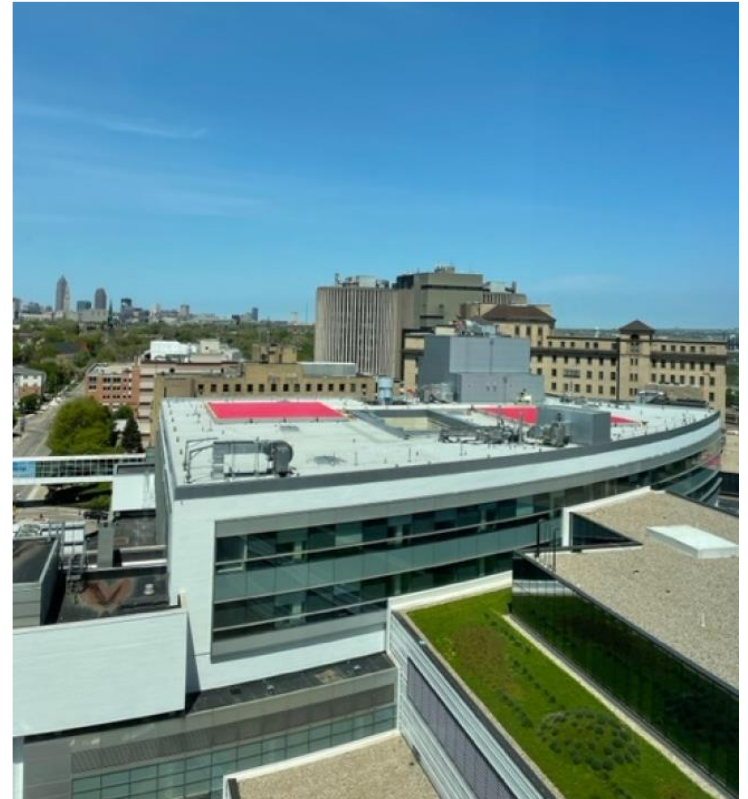


**NOTE: REFER TO TERMINOLOGY LISTING ON THE BACK OF THIS SHEET FOR ADDITIONAL INFORMATION**

## Campus Transformation – Current Activities

### In-Process:

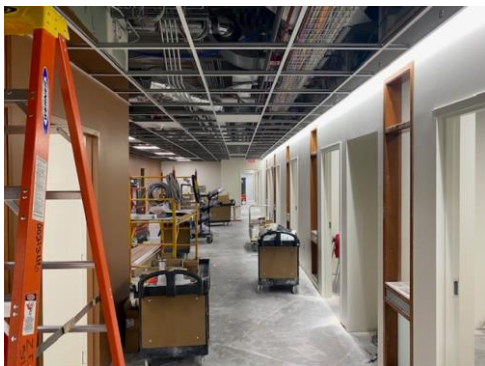
- Completion of Helipad – rescheduled to end of May 2023 due to AHJ review
- Morgue Cooler Replacement – rescheduled to end of June 2023 due to supply chain delivery
- Lab Automation line installation – May 2023
- CP1 Renovation (CCP 1<sup>st</sup> FI backfill) – Fall 2023



## Campus Transformation – Current Activities

### CP 1 - Renovation

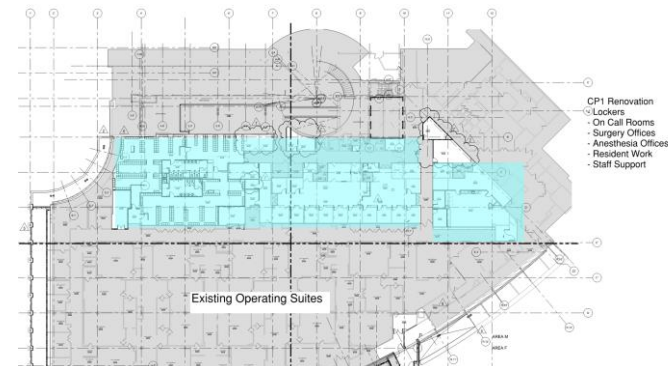
- Demolition of the former Prep/Recovery and PACU area north of the Operating Suites began Jan 23 with completion expected September 2023.
- Renovated space will house lockers for OR and the Interventional Platform providers and staff, support space, offices for surgery and anesthesia



offices



lockers



Area of work



# MetroHealth



## Planning Design & Construction Update

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Debra Ann DeCapite, Interim Director Planning, Design and Construction



## Apex Outpatient Health Center



# Outpatient Health Center – West Canopy Sheathing and Vapor Barrier Caulking



# Outpatient Health Center – North Curtainwall Installation



# Outpatient Health Center – Metal Panel Installation – South Elevation



# Outpatient Health Center – East Elevation, Metal Panel & Mechanical Louver Prep



## Outpatient Health Center – Metal Panel Installation at Linac Vaults



# Outpatient Health Center - Theranostics



## Outpatient Health Center – Ground South Drywall Finishing





## Outpatient Health Center – Level 1 North Finishes



# Outpatient Health Center – Oncology Waiting, Ground Floor



## Outpatient Health Center – Level 3 North – Countertop Supports Right side



# Outpatient Health Center – Level 4 In-Wall MEP Rough-In



## Outpatient Health Center – Level 4 In-Wall MEP Rough-In



## Outpatient Center – Ground Floor Return Fan



## **Ambulatory Enabling Project - 58 phases over 20 months 2022-23 projected milestones – Current Status**

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### **1. Twelve Phases Completed:**

- Beachwood – 1<sup>st</sup> Floor – Breast Center
- Beachwood - 4<sup>th</sup> Floor – Primary Care
- Brooklyn Hts. – Building B
- Brooklyn Hts. – Building C
- Middleburg Hts. – 1<sup>st</sup> Floor - Eye Pod
- Middleburg Hts. – 1<sup>st</sup> Floor – Specialty Care – Phase 1
- Middleburg Hts. - 2<sup>nd</sup> Fl - Multi-Specialty Care
- Parma – 3S Pulmonary
- Parma – 4S – OB Gyn
- Parma – ENT
- Parma - Lab Waiting
- Parma – 1S- Surgery Eye Clinic

## Ambulatory Enabling Project

### Active Projects Under Construction – Two Projects

1. Middleburg Hts. – 1<sup>st</sup> Floor – Specialty Care – Phase 2
2. Parma – 1N – Surgery Clinic

### Projects on Hold Due to Abatement Issues

1. Parma Heart & Vascular and Cardiac Rehab
2. Parma Pain Management and Breast Center
3. Parma 3N Medical Specialties
4. Parma 4N OB Gyn

### Number of Projects Not Started

#### 39 Phases Not Started

- 16 – Parma
- 3 – Cleveland Hts.
- 7 – West 150<sup>th</sup> St.
- 3 – Beachwood
- 5 – Broadway
- 3 – Brooklyn HC
- 2 – Bedford



# Ambulatory Enabling Project – Beachwood 4<sup>th</sup> Fl Primary Care Procedure Room



Ambulatory Enabling Project – Beachwood 4<sup>th</sup> Fl – Primary Care Sub Waiting Room - after



# Ambulatory Enabling Project – Parma Surgery Team Space



# Ambulatory Enabling Project – Parma Surgery Clinic Exam Room



**Ambulatory Enabling Project – Middleburg Hts. – MOHS Lab - During**



Ambulatory Enabling Project – MBH Audio Booth at Westlake from MBH





# MetroHealth

## CAMPUS TRANSFORMATION 2.0 REPORT

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Eileen M Hayes, MHA

Director, Transition Planning & Activation Readiness

For Discussion Only

# STUDY PROGRESS



1 ✓

**LISTEN**

2 ✓

**ASSESS**

3

{ **EXPLORE**      **RECOMMENDATIONS** }

4

*IN PROCESS*



# Guiding Principles

1. Create a positive patient and visitor experience
2. Prioritize clinical programs within space that can support clinical functions
3. Create a positive staff experience
4. Align the Mission with financial success
5. A collaborative team environment for academic, clinical & research staff
6. Efficient staff operations
7. Design for growth & flexibility
8. An administrative workplace that supports work being performed
9. A facility that is an integral part of the community

# 1. Listening Sessions

## Common Themes

- Clarity on strategic assumptions & impact on space at main campus & off-site locations
- Identification of programs/services/support lacking in Glick & perceived lacking in Apex
- Uncertainty of workflows for shared workspaces
- Lack of private provider/resident workspace to support learning
- Lack of physical access for patients brought in on carts
- Location of services & adjacencies
- Space to accommodate growth
- Connection to main campus

## 2. Assessment

Identified core working groups to review, assess & prioritize the identified issues:

- Main Campus Inpatient
- Main Campus Outpatient
- System Inpatient/Outpatient Sites
- Provider Administrative Workspace
- Corporate Administrative Workspace
- Research, Education & GME
- Community Engagement

## Next Steps

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- Refinement of ambulatory volume assumptions
- Development of space solutions  
Study of CT 2.0 main campus plan(s) including renovation/rebuild/replacement options of legacy buildings
- Preliminary recommendations anticipated June 1, 2023
- Final recommendations anticipated June 15, 2023



# MetroHealth

## Facilities Management Update

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Karen Dethloff, VP Facilities Management



## FM Major Accomplishments since February

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The FM management team worked with Glick engineers to ready the new BMT/STEM Unit for their first patient, including the creation of a Cell Lab in Rammelkamp.

In collaboration with Legal, Finance and Supply Chain developed a new electric supply agreement in advance of the impending increase in CEI electric rates; new rates will be less than half the CEI rates.

Brian Kittrick, assistant director for Electrical Systems went above and beyond to resolve an issue with one of the Cleveland Heights Behavioral Health Breakers, which intermittently tripped, shutting down kitchen equipment, nourishment rooms and patient TVs. He made numerous calls to the manufacturer and set up recording meters until he obtained the solution from the manufacturer.

FM team is working with the construction professionals to address open issues in both the Glick Center and Behavioral Health buildings.

Supported the Minority Men's Health Fair with floor plans, maps, coordinated logistics with EVS and ensured a safe environment

Expect to hire two Health Care Management student interns this summer

## Staffing Information

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### Staffing Metrics 2023 Year-to-Date:

- 9 open positions
  - Electrician
  - HVAC Technician
  - Plumber
  - Licensed Stationary Engineers
  - Maintenance Mechanics
  - Compliance Supervisor
- 6.9% vacancy rate
- 1.1 FTEs/week out on FMLA

## FM Capital Projects Initiated in 2023

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### 44 Major & Minor Projects

- Flood repairs
  - CH Behavioral Health ED renovations
  - Valentine Garage Lighting
  - Building Automation System Upgrades
  - Chiller Rebuild
  - Medical Gas System Replacement
  - Cooling Tower Screens
  - Replace various pumps and motors
- 
- Value of capital approved in 2023 \$2,636,963





**MetroHealth**

QUESTIONS?



**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER  
OF THE METROHEALTH SYSTEM  
FOR SELECTION OF PRE-AUTHORIZED PROFESSIONALS**

**Recommendation**

The Interim Senior Vice President, Facilities, Construction and Campus Transformation recommends that The MetroHealth System approve certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of June 1, 2023, through June 30, 2024, 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**

MetroHealth's 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 of Trustees.

Fifty-nine (59) Professionals responded to the System's publicly advertised Request for Qualifications ("RFQ"). Following review, all fifty-nine (59) Professionals were determined to meet the prequalification requirements listed in the RFQ, and management recommends that all fifty-nine (59) Professionals listed in Exhibit A be listed as Pre-Authorized Professionals.

Approval of Selection of Pre-Authorized Professionals

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RESOLUTION XXXXX

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

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

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of June 1, 2023, through June 30, 2024, 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, is hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

## Exhibit A

### JUNE 1, 2023 THROUGH JUNE 30, 2024 PRE-AUTHORIZED QUALIFIED PROFESSIONAL SERVICE FIRMS

#### Architectural/Engineering

2BEngineering, LLC  
ACER Environmental, Inc.  
Advanced Engineering Consultants, Ltd.  
ATC Group Service LLC DBA Atlas Technical  
Barber & Hoffman, Inc.  
Behnke Associates Inc. dba Behnke Landscape Architecture  
Bialosky Cleveland  
Bostwick Design Partnership  
CBLH Design, Inc.  
Champlin Architecture  
Cosmos Technologies Inc.  
CTL Engineering, Inc.  
DESMAN INC.  
DS Architecture  
EA Group  
ECS Midwest  
Elevar Design Group INC.  
Environmental Design Group  
Fulton & Associates Balance Company  
GPD Group  
H.F. Lenz Co.  
Halle's Engineering & Design, LLC  
Hasenstab Architects  
HOK  
IKM Architecture  
IMEG Corp  
Intertek PSI  
Jensen Hughes, Inc.  
JPT Architects, P.C.  
Karpinski Engineering  
LaBella Associates, P.C.  
levelHEADS, Inc.  
Makovich & Pusti Architects, Inc.  
McHenry & Associates, Inc  
Moody Nolan  
Osborn Engineering Inc  
Perspectus Architecture, LLC  
PRIME AE Group, Inc.  
PTA Engineering, Inc.  
R.E. Warner & Associates, Inc.  
R.K. Levitz LLC  
Schmid Architects, Inc.  
THP Limited  
Ubiquitous Design, LTD  
Van Auken Akins Architects LLC  
Walker Consultants

#### Specialty Services

Avicado Construction Technology Services LLC  
Hill International, Inc.  
Industrial First, Inc.  
Konsentriks, LLC  
Life Safety Enterprises Inc.  
M.W. Holmes Construction, Inc.  
Mass Technologies LLC  
Next Generation Construction  
PCS & Estimate LLC  
Regency Construction Services, Inc.  
Richards Communications  
Summit Construction Company, LLC.  
The Sextant Group, Inc., dba NV5