

# The MetroHealth System Board of Trustees

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## FACILITIES AND PLANNING COMMITTEE

November 20, 2023

3:30-5:00 p.m.

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

### Meeting Minutes

Committee Members Present: Ms. Chappell-I, Dr. Walker-I, Ms. Whiting-R, Ms. Dee-R

Other Trustees Present: Mr. Corlett-I, Mr. Moss-I

Staff: Dr. Steed-I, Mr. Bicak-I, Dr. Blinkhorn-I, Dr. Chehade-I, Ms. Dethloff-I, Mr. Fiser-R, Mr. Frolic-I, Ms. Hayes-I, Mr. Hollings-I, Ms. Jacono-I, Dr. Lewis-I, Ms. Rajki-I, Mr. Rentschler-I, Ms. Watson-R, Dr. Wiper-R, Mr. Zucca-R

Ms. Chappell called the meeting to order at 3:30 p.m., in accordance with Section 339.02(K) of the Ohio Revised Code. Ms. Chappell 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 October 4, 2023, Facilities and Planning Committee meeting were approved as submitted.

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

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

Mr. Bicak provided a status update on the Campus Transformation (CT) 2.0 activities. The presentation began with an overview of the objectives which included: maximizing space in the Glick Center for clinical and educational functions; maintaining current main campus outpatient services and incorporating planned growth on campus; establishment of a new space model for clinical and non-clinical administrative functions; designation of Rammelkamp for research and academic functions; identification of additional ambulatory enabling projects that align with the growth strategy; improvement to patient, visitor and staff parking on the main campus; and determining which of the legacy buildings on the main campus are to be re-used, and which are to be vacated and demolished.

Mr. Bicak and Ms. Chappell expressed congratulations to the organization and all staff in marking the one-year anniversary of the opening of The Glick Center and the Cleveland Heights Behavioral Health Hospital.

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Mr. Bicak then provided an update on the Campus Transformation (CT) 2.0 major initiatives. Close-out of the base construction contract for Glick, that also includes work at the CCP, is in process. Activation of CP1 Perioperative/Anesthesia Support was completed on October 23<sup>rd</sup>, and activation of the helipad was completed on November 14<sup>th</sup>. The activation of the morgue is planned to be completed in December. Receipt of final contractual documentation from the contractor including, release of lien certification; all warranty information; complete operating manuals; and the final payment request is projected for mid-January 2024.

Design is continuing for the relocation of The Glick Center Blood and Bone Marrow Transplant and Oncology Unit from its current 3<sup>rd</sup> Floor location to the 9<sup>th</sup> floor. The medicine beds currently located on the 9<sup>th</sup> floor will relocate to the 3<sup>rd</sup> floor. The semi-private rooms in on the 3<sup>rd</sup> floor will provide the opportunity to increase the capacity of the service.

The Executive Suite on the 2<sup>nd</sup> floor in The Glick Center will be relocated to the Business Services (K&M) Building along with other administrative functions and conference facilities. This will enable the System to have more comprehensive conference capabilities for external functions as well as internal uses. The vacated space in Glick will then provide room for additional clinical programs, space for teaching and for Graduate Medical Education (GME) functions. Ms. Chappell asked if by moving administration back to the Business Services Building, some of the concerns and issues that were raised with the use of space in Glick could be addressed? Mr. Bicak responded that this move would make space available in Glick for teaching and education purposes as well as for additional patient care services.

Mr. Bicak provided an update on the progress of the Outpatient Health Center, also referred to as APEX. In this month of November, the Campus Transformation Office started scheduling design review sessions with all departments to validate their programmatic needs. Updated projections of patient volumes and procedure types have been prepared by strategic planning for review with the departments. The participation and engagement of the caregiver user groups has been excellent to date. This process will clarify the design revisions that need to be made and enable the project to continue forward. There will be a few issues to be addressed, and trade-offs to be determined, because space in the building is limited. Information is being gathered with each of the user groups to develop a workable solution for each area. We anticipate completion of this round of meetings by end of December. A design process to incorporate the changes still needs to be completed. Ms. Chappell stated that it sounded as though, through this process everyone who will be in the building has been heard.

Ms. Chappell asked if the program and space needs meetings are completed by the end of December, would we anticipate having schematics drawings by the first quarter

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2024? Mr. Bicak responded that he anticipates having schematics or a design by the end of the first quarter or early in the second quarter. Construction documents will probably take an additional three months which would take us into the summer months of 2024. Ms. Chappell stated that we understand that there may be other variables involved that may change the timeline.

Mr. Bicak discussed the addition of a loading dock and an adjacent covered and climate-controlled walkway that will connect to the P1 garage to the Apex Building. From there patients, visitors and staff will have indoor access to Glick and throughout the campus. There is a base design has been prepared with options for potential savings in cost and construction time. The Campus Transformation team and its consultants will be evaluating this in the next few weeks. We anticipate resolving direction by the beginning of the new year.

Mr. Bicak provided an update on the on-going base contract construction activities at APEX. Installation of the exterior enclosure system of the building continues through December. Work on the inside of the building includes startup and testing of the heating and ventilating equipment, installation of piping systems, installation of electrical and communications systems and work on interior walls and ceilings where appropriate.

Mr. Bicak then provided an update on the ambulatory enabling projects. The Renovation Projects to be completed in the Q4 of 2023 consist of the following: the Parma Surgical Clinic completed October 6<sup>th</sup>; the Parma Cardiac Rehab (relocation from Main Campus) completed November 29<sup>th</sup>; and the Parma OB/GYN and Pediatrics Clinic completed December 8<sup>th</sup>. The Projects currently in-progress and to be completed in Q1 of 2024 consist of the Parma Primary Care & Medical Specialties Clinic, Parma Heart & Vascular Clinic, Parma Pain Management, Parma Breast Center, Beachwood Express Care and Beachwood Pain Clinic & Medical Specialties. Business planning is in progress for additional Ambulatory Care opportunities. Following this process additional capital projects will be developed in Q1 of 2024.

Mr. Bicak gave an update on the Interim Parking Improvement Plan. A notice was issued to all staff the day of this meeting outlining the revisions to staff and visitor parking locations, and the modifications to shuttle services. Patient/visitor parking will be relocated to the Valentine Garage (P4). Employee parking will be shifted to the View Garage (P2) and the Apex Garage (P1). Temporary employee access from the Apex Garage will be provided through a newly opened entry at the Glick cafeteria. Shuttle service operations will be modified for better patient and visitor access. The target start date will be December 11<sup>th</sup>. Ms. Chappell thanked Mr. Bicak for making improved parking access better for everybody, especially for our patients, and for accomplishing this before the winter weather. Mr. Bicak thanked Mr. Rentschler and Ms. Hayes for putting this plan together and working through the issues for the parking

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improvement plan. Mr. Rentschler stated that working through this plan also identified opportunities for community engagement including adding a shuttle stop on West 25<sup>th</sup> Street adjacent to the Cleveland RTA stop. Patients using the shuttle can be picked up or dropped off at stops along the Outpatient Pavilion, the Emergency entrance and at the Glick entrance. Ms. Chappell expressed gratitude for working through the logistics to make this happen. Ms. Chappell asked if there will be connectivity among the Campus buildings? Dr. Steed stated there has been discussion about the connectivity issue as a long-range plan for parking and identifying methods to connect the garages to buildings for the convenience of our patients, visitors, and employees.

The long-term parking plan is to construct an enclosed connection between the Apex garage (P1) and the Outpatient Health Center (OHC) planned for completion in the summer of 2024 which will open in conjunction with the 1<sup>st</sup> floor of the OHC. The process for development of a campus open space plan to address community and MetroHealth needs will begin in Q1 of 2024. This will include exploring options for surface parking along Scranton Road for patients and visitors adjacent to the entries to Glick and the OHC, as well as development of open space for MetroHealth and community use.

Mr. Bicak and Ms. Dethloff gave an update on planning for the existing facility condition and engineering assessment of the legacy buildings. Mr. Bicak clarified that the firm that MetroHealth will be using for this analysis is a vendor that was procured through MetroHealth's Group Purchasing Organization (GPO), Premier and not a vendor that was procured through a MetroHealth issued bid as referenced in earlier meetings. The selected firm has previous experience with MetroHealth facilities, and their cost proposal was considerably better than others considered. There are a few items remaining in the contract to be resolved, but it is expected the selected firm will begin work this quarter. In response to a Board member's question, Ms. Dethloff related that the scope of work has been identified for the firm, and noted the selected firm completed the last facilities assessment for MetroHealth thirteen years ago and they will begin work by updating that assessment study. New buildings will be added and modeled into the assessment program. Any building that is five years old or older will have a complete facilities assessment.

Planning for which of the legacy buildings would be reused and which could be demolished is still in progress, but the working assumptions at this time consist of the following: retain Rammelkamp and Bell Greve for Research, Education & GME needs; keep the Business Services (K&M) Building for administration and support functions needs; and keep the existing Outpatient Pavilion for administrative and support functions and for programs with a community orientation. The following buildings

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would be vacated and demolished: Core A and Center Core; Tower B and Tower C; Hamann, South; Gannon, and the original power plant.

Ms. Dee thanked everyone who is on Mr. Bicak's team for their work. Ms. Dee noted that much effort was put into designing the new hospital with the concept of it being a "hospital in a park" and asked whether there will be more park or respite area as a result of the buildings being demolished. Mr. Bicak responded that the areas where buildings have been demolished can be developed through engagement with the community as green spaces for MetroHealth and community use. In the long-range master plan these are also spaces that offer opportunity for future development. Ms. Dee also questioned whether the community will be taking on some ownership of the security and the maintenance of the park. Dr. Steed responded that as MetroHealth kicks off its new strategic planning process, a subset of that activity will focus on creating a much-needed community centered built environment helping to reimagine the possibilities for the future campus. We need community engagement and input, including from elected officials and from a variety of stakeholders, because this is will not just be MetroHealth decisions to make. Ms. Chappell agreed that we need to revisit this issue in future discussions with the County. Ms. Dee was pleased to know all parties will be working together on this plan.

The 2023 Q4 priorities consist of completing the remaining corrective work and closing out the construction contract for The Glick Center and the Critical Care Pavilion. The priority for the Outpatient Health Center (APEX) is to complete the program review with department representatives, identify funding required to complete the expanded scope and authorize construction of the loading dock and walkway. The Ambulatory Enabling Projects to be completed include those currently in construction at the Parma and Beachwood sites. The interim campus parking for patients, visitors and staff will be implemented. The refresh plan of the Business Services Building will be implemented in order to relocate executive administration.

The 2024 Q1 priorities consist of completing the design of approved scope revisions for the Outpatient Health Center (APEX), begin construction of the scope revisions, and continue construction of the loading dock addition. Planning for the Conference Center in the Business Services Building will be completed, and work will continue on building upgrades and relocation of the support functions. Planning for relocation of the Bone Marrow Transplant Unit in The Glick Center will be completed. Planning for the next phase of projects for the Ambulatory Enabling Projects will be started, as well as planning for surface parking options and campus open space opportunities.

Mr. Bicak provided a timeline for the Campus Transformation 2.0 near term schedule. Updates and an overview will be provided at the next meeting for each of these activities.

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Ms. Dee asked what input was received for the relocation of the Bone Marrow Transplant Unit to the 9<sup>th</sup> Floor. Ms. Hayes stated that LaBella Architects has been engaged for the project and they were working with the stakeholder group. The most appropriate location was determined to be on the 9<sup>th</sup> floor alongside with Oncology.

Ms. Chappell thanked Mr. Bicak for his detailed report, the outline of the priorities, the timelines that were provided and is looking forward to seeing the interim parking solution plan implemented.

### III. **Executive Session**

Ms. Chappell 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. Dr. Walker made a motion which Ms. Dee seconded, to go into executive session. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 4:30 pm.

Following Executive Session, the meeting reconvened in open session at 4:55 pm.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 5:00 pm.

Respectfully submitted,

James Bicak  
Senior Vice President, Facilities, Construction and  
Campus Transformation