

Transformation Times



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The MetroHealth System

Welcome to our first issue of the *Transformation Times*, a monthly publication to keep you informed of the ongoing activities surrounding our transformation.

This publication will focus on the operational, clinical and physical changes that will position us to become the most admired essential health system in the nation.

Together, we are embarking upon one of the biggest opportunities in MetroHealth's 177-year history. This is a pivotal year for us. You will see the demolition of some buildings and the expansion of others. You will also be involved in the construction of new ways to do our work, achieving higher levels of employee and patient satisfaction.

Everyone in the MetroHealth family has an important role in the transformation. It will be an exciting time as we strengthen the ways we will lead the way to a healthier community.



Walter Jones, Senior Vice President of Campus Transformation, discusses plans for the new campus.

Jones Leads Transformation

In his first 90 days as senior vice president of campus transformation, Walter Jones has met with community leaders, worked with contractors and architects and listened carefully as employees, patients and their family members described their vision of MetroHealth's next generation hospital.

"I feel like I've gained a sense of the community and its commitment to MetroHealth and Cleveland," says Jones, who came to MetroHealth from Parkland Health & Hospital System in Dallas, where he managed the rebuilding of their entire hospital campus.

As head of MetroHealth's campus transformation, Jones will be leading the design and construction of the project.

"It's a very individualized approach. Every hospital has its own culture, it's own way of doing things — of

solving problems and taking care of patients," explains Jones. "I have to ask the critical questions and be open to a variety of answers, then call upon my experience as an architect to respond in a customized manner."

Internal and external input is readily being sought. MetroHealth has assembled 21 committees comprised of employees, patients and other community members to provide input into the process (*see back page for a complete committee list*).

According to Jones, there will be a wide range of opportunities for employees to participate in the planning stage. "They will have the ability to re-craft their world," he says. "We want to know what design elements would make their jobs easier and improve efficiencies in patient care."

Continued next page.

Jones Leads Transformation contd.

Critical Care Pavilion Expansion Plans Underway

The first major project on Jones' "to do" list is the expansion of the Critical Care Pavilion (CCP).

"The existing CCP is a 10-year-old building. It's in very good shape, and was designed with the potential to be vertically expanded by two floors, so MetroHealth is going to take advantage of that capacity," says Jones.

Plans are to build 88 ICU-type rooms above the emergency department to accommodate the most critical patients. The two floors will span 82,000 square feet and provide enough flexibility to serve patients while the rest of the main campus is under construction.

The CCP expansion is targeted for completion by mid 2016. Once complete, the roof of the CCP will be the new location of Metro Life Flight's helipad.

With an aggressive deadline in sight, Jones splits his time between his office at main campus and The Center for Campus Transformation, which is located in a former church at the corner of



Walter Jones, SVP, Campus Transformation

- 20+ years leadership experience in hospital campus redesign and construction
- Senior VP, Facilities Development, Parkland Health & Hospital System, Dallas, where he managed the design and construction of a 865-bed project.
- Member of American Institute of Architects
- Clemson University, Master's in Architecture
- Princeton University, Bachelor of Arts

Scranton and W. 25, that was recently purchased by MetroHealth. The Center will house MetroHealth's architectural, engineering and construction teams throughout the campus transformation.

The Center's basement is currently being used as a staging area where a mock-up ICU room awaits assessment from various stakeholders. "We're testing the room size," says Jones. "It allows us to see how the configuration will work to the best advantage for patients, caregivers and visitors."

A group of employees, patients and family advisers have been playing an active role in the review of CCP expansion plans. They meet regularly to share opinions on particulars such as the layout of the ICU room, the location of family waiting rooms and interior design elements of public spaces.



Patient and family advisers are surrounded by massive sheets of cardboard used to configure the optimal size and layout of a mock-up ICU room.



Critical Care Pavilion expansion plans are shared with employees and patient and family advisers at a meeting in December.

According to Jeff Claridge, MD, Director, Division of Trauma, Critical Care and Burns, it's important to learn what has worked and what can be improved upon from the patient's perspective. "Partnering with patients and family advisers is invaluable," says Claridge. "We are extremely grateful for their time and input so we can continually improve the care we provide our patients."

Planning for the Future

Identifying needs well into the future is necessary to build a state-of-the-art medical facility that remains vital. Anticipating technology advances is an important part of the process.

Jones describes being well underway with the design elements of the \$1.3 billion Parkland project when the iPhone hit the market, followed three years later by the iPad. "Technology comes along faster than we can build," he says. "It's a huge challenge in terms of planning for the future to be predictive, to be ahead of the curve. The best thing you can do is have the placeholders so you can adapt quickly."

Connecting with the Community

According to Jones, one of the MetroHealth values, inclusion and diversity, will be a focus when considering contractors for the transformation project.

In addition, community engagement, especially within the W. 25th neighborhood, will play a central role. "We recognize the economic advantage that we can bring to our neighborhood. We intend to attract businesses and services to help enhance the neighborhood," says Jones.

A cross section of stakeholders from the community, including city and county leaders, independent business owners, nonprofit representatives, members of the faith-based community and the Cleveland schools attended a welcome reception for Jones, who spoke about the transformation plans.

Prior to that, MetroHealth hosted a meeting where approximately 70 community members shared their views on what the neighborhood needs to be more resident-friendly. Safer streets and parks, housing for employees, more employment opportunities and better access to public transportation were among the suggestions shared. Future community meetings are being planned to keep the conversation going.



Community members discuss their vision of a stronger more vibrant neighborhood as part of a meeting hosted by MetroHealth in October.

Preparations Begin for Demolition of Northcoast Behavioral Building

As part of the main campus transformation, MetroHealth will be demolishing the 89-year-old Northcoast Behavioral Healthcare facility as early as March. In preparation for demolition, environmental abatement is scheduled to begin in January.

The facility is comprised of three buildings. The largest and oldest section was built in the 1920s. The east and west annexes were added in the 1950s.

Demolition will begin with the east annex in March, followed by deconstruction of the 11-story tower and then the west annex. Demolition is expected to be completed by mid-August 2015.

Once complete, 3.88 acres, which include the adjacent land, will be available for MetroHealth to use in its main campus transformation.

History in Brief

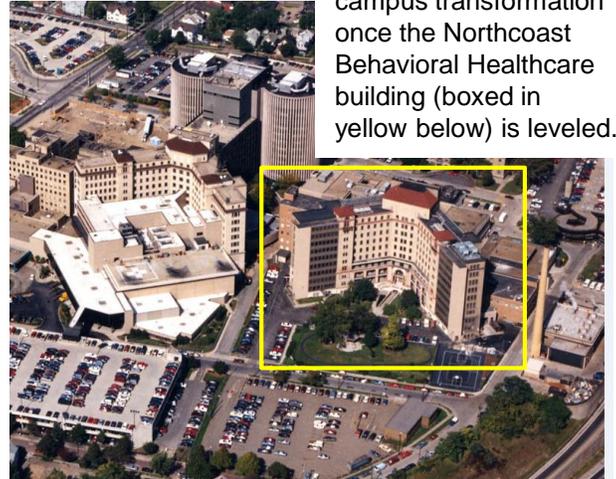
The Northcoast Behavioral Healthcare facility was one of the first medical institutions in the state to provide care for individuals suffering from mental illness.

The building has had many names over the last nine decades. When it was built in 1922, it was known as the Psychopathic building of City Hospital. It later became Hoover Pavilion, named after Dr. Charles Franklin Hoover, Chief of the Medical Department for City Hospital. In the 1940s, it was the Cleveland State Receiving Hospital, and in the 1960s, the Cleveland Psychiatric Institute. Its final name, Northcoast Behavioral Healthcare was established in the 1980s.

The facility was owned by the state of Ohio and operated by the Department of Mental Health. In 2011, its last patients were moved to the state's newer mental health facility in Northfield, Ohio.

Cuyahoga County/MetroHealth acquired the property in 2013.

Nearly four acres will become available for the main campus transformation once the Northcoast Behavioral Healthcare building (boxed in yellow below) is leveled.



MetroHealth Assembles 21 Committees to Help Shape the Transformation

1. Throughput / Patient Care
2. Operations & LEAN Process
3. Patient Experience
4. Sustainability
5. Patient Informatics & IS
6. Disaster Prep / Security
7. External Communications & Community Engagement
8. Internal Communications & Employee Engagement
9. Research & Academics
10. Supply Chain / Vendor Diversity
11. Non-Clinical Services
12. Clinical Support Services
13. Infrastructure & Utilities
14. Quality & Safety
15. Physician Engagement
16. Finance & Financial Planning
17. Strategy / Business Development
18. Philanthropy
19. Government & Community Relations
20. Space & Transition Planning
21. Clinical Engineering & Medical Equipment