

SPECTRUM HEALTH MASTER PLAN
CORE TEAM MEETING NOTES / ACTION ITEMS

10/30/2019

NAVIGANT

nbbj



Project: SPECTRUM HEALTH SYSTEM MASTER PLAN
Meeting Date: 10/25/2019
Issue Date: 10/28/2019
Prepared By: Kaitlin Wolcott

Meeting Location: 221 Michigan, Ste 501, Conf Rm 5502
Meeting Purpose: EXECUTIVE COMMITTEE MEETING

Participant	Present	Participant	Present	Participant	Present
Alan Kranzo	Yes	Mike Romano	Yes	Ryan Hullinger	Yes
Gwen Sandefur	Yes	Lindsley Withey**	Yes	Donald Bellefeuille	Yes
Darryl Elmouchi	Yes	Sushil Bose	No	Kim Way	No
Leslie Flake	Yes	Kaitlin Wolcott	Yes	Nicolas Bracco	Yes
Brian Brasser	No	Rulon Stacey	Yes	Paula Buick	No
Matthew Cox	Yes			Eileen Trimbach	No
Loren Hamel	No				
Daniel Bacchiocchi	Yes				

**via phone

Note: Information being documented represents our best understanding of the discussions held and decisions reached at this meeting. Please report any inaccuracies within 48 hours. Items indicated as action items may affect project budget and/or schedule and require immediate attention by the responsible party.

Overall Project Status:	On Track
Get to GREEN Plan:	

MILESTONES						
No.	DESCRIPTION	RESPONSIBLE	OPEN	DUE	PROGRESS/RESOLUTION	STATUS
1	Open NBBJ website	Donald Bellefeuille	7/18/2019	7/18/2019	Website created, introduction upcoming at the September Executive Steering Committee meeting.	Completed
2	Master Planning Guiding Principles established	Donald Bellefeuille	7/18/2019	8/23/2019	Ranking exercise completed and ranking established.	Completed
3	Organizational Vision and Planning Priorities established	Mike Romano	7/18/2019	8/23/2019	Integral part of ranking exercise Master Planning Guiding Principles.	Completed
4	Data requests received.	Mike Romano	6/10/2019	7/26/2019	Contracts and data documents in place.	Completed
5	Market situation context established.	Mike Romano	7/22/2019	10/21/2019	In progress	Completed
6	Volume projections/capacity requirements established.	Mike Romano	8/12/2019	10/21/2019	In progress.	Completed
7	Facility and Real Estate assessment complete.	Nicolas Bracco	8/12/2019	11/11/2019	In progress - will review with regionals	On Track
8	Site assessment complete.	Kim Way	8/12/2019	10/21/2019	Complete	Completed
9	Strategic imperatives and care delivery goals established.	Donald Bellefeuille	7/22/2019	11/11/2019	In progress - will review with regionals	On Track
10	Clinical capacity targets (IP/OP) established.	Donald Bellefeuille	7/22/2019	11/11/2019	In progress - will review with regionals	On Track
11	Functional and capacity assessment complete.	Nicolas Bracco	8/12/2019	11/11/2019	In progress - will review with regionals	On Track

DECISIONS						
No.	DECISION	RESPONSIBLE	OPEN	DUE	PROGRESS/RESOLUTION	STATUS
1	Communication plan for Spectrum Health System master plan project.	Alan Kranzo	7/18/2019	7/18/2019	Project communication to leadership is sufficient for this stage.	Completed
2	Refine and finalize bed need assumptions. Confirm ALOS assumption to decrease from 4.0 to 3.7.	Mike Romano	8/28/2019	9/16/2019	Discussed during 9/23 SteerComm. Navigant will supplement meeting materials with supporting slides.	Completed
3	Confirm Tier 2 and Tier 3 Leadership for interviews.		8/28/2019	11/1/2019	Tier 2 begins on Nov. 12th in workshops.	On Track
4	Conversation around staff efficiencies in Micro-hospitals.	Brian Brasser	9/3/2019	11/11/2019	Lindsley is in conversation with team examining options for micro hospitals; will be discussed at regional meetings	On Track
5	Determine future of Blodgett's identity	Brian Brasser	8/28/2019	10/21/2019	Engage Grand Rapids leadership in further discussion.	Completed
6	Determine future of Reed City / viability of Micro-hospital	Mike Romano	9/24/2019	11/11/2019	Determine future structure of Reed City facility	On Track

MEETING NOTES						
1	Work plan: Schedule is on track.					
2						
3	Workshop agenda:					
4	Regional leaders are very pragmatic about their needs and know they need to be more affordable and efficient; pressing service line leaders for more telemedicine. Regional boards are aware of hospitals that may be facing big changes.					
5	Everything should be presented as an option, not a recommendation					
6						
7	Blodgett:					
8	Need to consider which types of beds may need to be added there. Parking solution is needed. Determine future OR need and where ortho ASC will be (e.g. South Pavilion?)					
9						
10	Butterworth:					
11	230 Michigan / ICU: In order to make 8th floor an ICU, need a solution for Cardiothoracic structural heart. Need to show how they can fit into existing admin space and pitch this idea to them. They currently own the condos. Have a vested interest in new ICU beds.					
12	NICU: West is working currently but bursting at the seams. Need to expand 10th floor by moving out OP, then west building will need to come down. 11th floor does not have enough room for a NICU. Need to meet with Bob and Sherry about split levels of NICU in HDVCH					
13						
14	Leases:					
15	Put definition of tier 1,2,3 etc. on slides. Future of west pavilion needs to be determined now. Create prioritized matrix of leases with buy, build or re-lease.					
16						
17	Gerber:					
18	Buildings are in such poor shape that we cannot get physicians to facility; need to update in order to repatriate patients					
19	In the future, ambulatory care doesn't need to be on a small hospital campus					
20	For all regional acute care facilities, the micro-hospital footprint needs to be tested while still retaining CAH status. Gerber has a beautiful ED with 15 bays; could half be converted to IP beds so an ED doc can manage the house? Goal is to be so efficient that we do not need cost-based reimbursement to maintain margins.					
21						
22	Big Rapids / Reed City:					

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MEETING NOTES	
23	Big Rapids has a poor design. Considering new ICC near highway. Ferris can help with staffing. Population may not need more imaging at the ICC - would duplicate costs.
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25	<u>United:</u>
26	Biggest opportunity for repatriation. Have struggled to recruit physicians to United, but have an opportunity with the Family Medicine residency program.
27	
28	<u>Capital allocation:</u>
29	How do we best spend our current cash flow on all of these projects, and in what order? Want a long term plan that SH sticks too.
30	
31	<u>NEXT STEPS:</u> 1) Meet with Derek on Grand Rapids Quadrants 2) Alan will add Steering Committee Members as optional attendees to regional work sessions. 3) Kaitlin to send a document with date and times of each session. 4) Schedule meeting with Bob and Sherry about NICU 5) Create matrix of leases coming due with prioritization of build / buy / renew.
32	<u>NEXT MEETING:</u> Regional Meetings week of Nov. 11; SteerComm Meeting Nov. 22
33	END OF NOTES