

SPECTRUM HEALTH MASTER PLAN
CORE TEAM MEETING NOTES / ACTION ITEMS

1/23/2020

NAVIGANT

nbbj

SPECTRUM HEALTH

Project: SPECTRUM HEALTH SYSTEM MASTER PLAN
Meeting Date: 1/22/2020
Issue Date: 1/23/2020
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
Patrick Mckown	No	Lindsley Withey	No	Donald Bellefeuille	Yes
Gwen Sandefur	No	Sushil Bose	No	Kim Way	No
Darryl Elmouchi	Yes	Kaitlin Wolcott	Yes	Nicolas Bracco	Yes
Leslie Flake	Yes	Rulon Stacey**	Yes	Paula Buick	No
Brian Brasser	Yes			Eileen Trimbach	No
Matthew Cox	Yes				
Loren Hamel	Yes				
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:	

WORKPLAN MILESTONES						
No.	DESCRIPTION	RESPONSIBLE	OPEN	DUE	PROGRESS/RESOLUTION	STATUS
17	Master Space Program	Nicolas Bracco	8/12/2019	12/16/2019	In progress.	On Track
18	Key adjacency diagrams / Bubble concept diagrams	Nicolas Bracco	8/12/2019	12/16/2019	In progress.	On Track
19	Service Delivery Concepts	Donald Bellefeuille	8/12/2019	12/16/2019	In progress.	On Track
20	Site use and massing diagrams	Nicolas Bracco	8/12/2019	12/16/2019	In progress.	On Track
21	Physical organizing diagrams / Stacking diagrams	Nicolas Bracco	8/12/2019	12/16/2019	In progress.	On Track
22	Preliminary financial impact analysis	Mike Romano	9/30/2019	12/16/2019	In progress.	On Track
23	Synthesis of Space / Facility Drivers	Nicolas Bracco	10/28/2019	2/3/2020	In progress.	On Track
24	Phasing and Capital Requirements	Nicolas Bracco	10/28/2019	2/3/2020	In progress.	On Track
25	Refined set of opportunities and expected benefits	Nicolas Bracco	1/27/2020	2/24/2020	In progress.	On Track
26	Priorities and phasing with respective rationale	Nicolas Bracco	1/27/2020	2/24/2020	In progress.	On Track
27	Facility and capital implications	Nicolas Bracco	1/27/2020	2/24/2020	In progress.	On Track
28	Final report/website documentation	Donald Bellefeuille	3/2/2020	3/29/2020	In progress.	On Track
DECISIONS						
No.	DECISION	RESPONSIBLE	OPEN	DUE	PROGRESS/RESOLUTION	STATUS
MEETING NOTES						
1	Workplan updates:					
	a) Schedule is on track.					
2	Priorities					
	a) Matthew Cox has requested the planning team provide priorities in reference to in flight "just do it" projects such as: Residency Clinics, Parking, Ambulatory Building, Ambulatory Surgery Center, Hotel,etc.					
	b) Darryl emphasized the importance of enabling medical center projects, parking and Big Rapids clinic.					
	c) Gwen emphasized that "in-flight" projects must be well aligned with the master plan, as these are all critical to the organization's success. Butterworth is on diversion too often, and are concerned about capacity next flu season. Need to prioritize Meijer Heart 8th floor. Need space for the doctors. All of the hospitals all need to be able to generate revenue while changes occur.					
	d) Planning team is to properly evaluate right sizing of buildings to avoid unnecessary over-build and extraneous costs.					
	e) Financing is not an issue, however, there is concern regarding capacity of construction industry trades within the regional market to support build out of the master plan in addition to internal capacity within the organization to manage multiple projects simultaneously.					
3	Medical Center					
	a) Need to have private beds in medical center because this is a major component of being a patient centric organization and delivering a great experience.					
	b) There is concern of surgeons pushing back on Ambulatory Surgery Center and inpatient surgery split. Need to further engage with the physicians if separate block time is expected.					
	c) There is concern about location and cost of NICU if West building is demolished. Planning team will provide a slide for talking points on this subject.					
	d) There is an opportunity for Urgent Care to offload the Emergency Department. Spectrum Health has a great new model for Urgent Care that is ready to be deployed. Further analysis will make recommendations regarding locations. Navigant will provide a few models to consider for discussion.					
	e) Planning team is to evaluate proper right sizing of the Medical Education and Precision Medicine Building.					
	f) Operational issues regarding vehicular and pedestrian movement in addition to Ramp 6 expansion need to be studied. Alan will engage Kim Way, Nicolas Bracco and others within the organization to review these prior to the community engagement event.					
	g) Master plan to include Real Estate Procurement requirements to make sure the Medical Center grows appropriately.					
4	Regionals					
	a) Ludington and Pennock have its own integration fund and some priorities to be incorporated into master plan.					
	b) Big Rapids ambulatory is urgent.					
	c) Reed City needs to be right sized. Goal is to wean it off cost-based reimbursement and be able to walk away from critical access status. Reed City has requested \$6M to renovate the ED but Gwen wants to do a lot more there for the money.					
	d) Lakeland Ambulatory plan is in progress. There are many 30-year old outpatient buildings that have undergone multiple renovations, some need to be torn down and others need updating. Upcoming outpatient services studies will evaluate services that must be on campus and provision of proper backfill strategy for vacated areas.					
	e) Gaps in Primary Care throughout the market leads to higher ED volumes.					
5	Next Deliverable					
	a) Develop a roadmap document representing how projects enable each other. Identify in a timeline expectation for the next 3 years, how it cascades, dependencies, timing and sequencing of projects in addition to long term plan that details priorities.					
6	NEXT STEPS:					
	a) Set up time for a work-session with Gwen to review Medical Center and Regionals in detail. Planning team to provide a pre-read and Brian to add items to agenda as needed.					
	b) Develop next deliverable with 3 year outline and costs and road map showing how projects enable one another.					
	c) Lakeland outpatient service intent to be clarified regarding expectation and validation.					

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	d) Plan and schedule an event to engage with community partners.
	e) Schedule a meeting with planning team to discuss vehicular/pedestrian movement strategy, ramp 6 expansion and related operational issues for the Medical Center.
	f) Secure a meeting specific to Inpatient Beds.
	g) Schedule Core Team Deep Dive #4 meeting week of 2/3.
	h) Draft of Change Management to Board Chair Committee.
	i) Planning team to review cost model with Daniel in reference to escalation.
7	<u>NEXT MEETING:</u>
	1) Next Executive Steering Committee (ESC) meeting February 19th, 2020
	END OF NOTES