



Trinity:NAC

A Master Plan to Reap a New Destiny

EAST ADAMS RURAL HEALTHCARE

February 3, 2023

February 3, 2023

Mr. Corey Fedie
Chief Executive Officer
East Adams Rural Healthcare
cfedie@earh.org

Mr. Todd Nida
Facility Manager
East Adams Rural Healthcare
tonida@earh.org

Responding Firm:
Trinity:NAC
1203 W. Riverside Ave
Spokane, WA 99201
(509) 838-8240

Contact:
Jill Kurtz, Project Manager
jkurtz@NACARCHITECTURE.com

RE: Request for Proposals for Master Planning Services
Submission Via Email Deadline: February 3, 2023

Dear Corey and Todd:

East Adams Rural Healthcare (EARH) stands at a critical juncture. Rural healthcare was facing formidable challenges before the pandemic – hospital and service line closures, workforce shortages, the growth of digital health, healthcare inequities and an aging population – are among the challenges you must navigate.

The pandemic forced a fundamental shift in how healthcare was delivered. Recognizing this shift, Trinity:NAC developed of a **team focused exclusively on solving the unique challenges of rural healthcare**. We have been supporting rural healthcare organizations in pursuit of a future based resiliency and adaptability through a rural health ecosystem. We study and understand the challenges facing rural healthcare and strive to **drive innovation that lowers the cost of care and delivers the highest quality outcomes** to rural communities. And we help to bring communities together by **designing true health hubs that reflect the pride and independent spirit of the community**.

A challenging landscape for rural health will force you to do more with less, but your master plan is a powerful tool to support innovative models of care, advance clinical quality, promote more integrated care within your network and beyond, and deliver a better patient and staff experience. Trinity:NAC's planning philosophy is different, focusing on master planning that intertwines your existing facilities footprint, clinical operations, and business strategy.

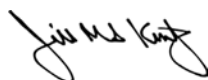
Our approach will support EARH by developing a master plan that **will support a new post-pandemic era of healthcare delivery and evolve with future advances in technology, delivery approaches, and staff and consumer expectations**. Your master plan will be grounded in solid business analytics, operational performance factors, and industry best practices that will improve clinical outcomes, increase patient and staff safety, and align with capital budget requirements, while reflecting the unique culture and voices of your community.

In our meeting with you last year, we sensed your deep commitment to providing the best possible healthcare experience to everyone in your community. As part of our dedication to improving rural healthcare, we share this commitment and are excited to partner with you to deliver this to EARH and Ritzville. On behalf of Trinity:NAC and the entire team, we look forward to speaking with you in more detail about developing a roadmap for a healthier community and a healthier health system.

Sincerely,



Robert Gesing, Principal
National Healthcare
Practice Leader



Jill Kurtz
Project Manager



Trinity Mount Carmel Dublin Community Hospital, Dublin, OH

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“Every conversation showed a genuine interest in us, and you clearly listened. You made us think differently about facilities and consider paradigm ideas that will serve us well into the future.”

*Ryan Shoemaker
 Director of Facility and Support Services
 Blanchard Valley Health System
 Findlay, Ohio*



SECTION 1:

Description of Firm



Opposite and Above:

Sistersville General Hospital (CAH) - Sistersville, WV

"... [Trinity:NAC] have strategized and developed our entire system, and are currently developing a new campus in Athens, and a critical access health network in West Virginia. They understand rural health and have helped us to thrive in a challenging environment."

Scott Cantley
Chief Executive Officer
Memorial Health System

A brighter tomorrow starts today for East Adams Rural Healthcare, the community of Ritzville, and beyond.

Trinity:NAC



Trinity:NAC

Trinity:NAC is an integrated national healthcare planning, design and architecture firm. Founded in 1998, Trinity's innovative strategies and solutions combine evidence-based research, business analytics, financial, operational, and experiential planning with the craft of design to create efficient, flexible, and sustainable healthcare facilities.

Through more than 2,000 client engagements, including over **125 master planning commissions**, we have become recognized for our best practice analytics, demand modeling, lean process analysis, 3P transformational planning, community tapestry analyses, next-generation trends, disruptive technologies and services research and experiential design that inform our planning strategies and design solutions. Partnering with some of the most innovative and forward-thinking healthcare organizations from around the country, we

balance performance metrics with creative, cost-effective design solutions to solve complex operational and facility problems.

In 2020, Trinity merged with NAC Architecture to form Trinity:NAC, the specialty healthcare practice of NAC. Privately owned by a group of shareholders; Bob Gesing, the National Health Practice Leader, is a member of the Board of Directors.

Our firm continues its focus on understanding the business of healthcare and the goal of advancing the integration of health and wellness in communities across the US. For every client, and for every engagement we undertake, we explore options and seek results that support the health and well-being of your patients, your staff, and your community.



Unique Approach

Rural health systems are at critical crossroads. The pressures on rural health systems are very real, from staffing crises to payment models still largely based on volume and health inequities and disparities to widespread chronic illnesses.

For rural healthcare systems to survive – let alone thrive – they must focus on long-term viability and value, becoming the bedrock for their communities.

There is immense opportunity for East Adams Rural Healthcare to think beyond what rural health systems have done; using this opportunity to think about what you must do to thrive, while continuing to offer extraordinary customer service, and providing the highest quality of care to your patients and support for your staff.

Trinity:NAC has extensive experience in planning and designing spaces specific to rural healthcare clients. We recognize your need to be nimble, readily adaptable to optimize operations, cost structure, staffing resources and capacity.

What sets Trinity:NAC apart is our ability to blend global experience with deep local knowledge.

Our experts unite global best practices with the realities of the local culture, expectations and resources of EARH. We ask questions that will have an impact on fostering a healthier community.

- How do you plan a rural hospital that addresses provider recruitment and retention?
- How do you plan spaces to adapt to changing healthcare needs and delivery?



We see projects in a way other firms don't.

- How do you design a space that accommodates the latest in digital technology while respecting the needs of patient visits for a peaceful, relaxing environment?
- How do you seamlessly merge in-person and virtual encounters?
- How do you address the social, economic and geographical barriers to reinforce a sense of belonging to the community?
- How do you make a hospital more than a place for healing to pioneer a new model of care that promotes community wellness?

At Trinity:NAC, we believe our engagements are about building more than buildings. Our engagements are about building healthier communities, responding to inequities, and preparing for the unknown.

We join our clients in thinking beyond the physical aspects of health to **integrate empathy, compassion, equity, empowerment, respect, and affordability**; each are part of delivering value to your community and ensuring a meaningful experience for your staff.

We must reinvent the healthcare experience to be simpler, more convenient, and more affordable; we haven't succeeded until we have helped you realize a greater level of performance and value.

The very best facilities at leading rural health systems blend the multiple, and sometimes competing goals, to create a resilient, high-performance facility

As your guide on this journey, Trinity:NAC's role is to ask the right questions, bring the necessary data forward, build empathy with your stakeholders, and facilitate frameworks that will enable EARTH to chart a path forward with confidence.





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Tennessee

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Excellence
The University of
Tennessee

INFORMATION



SECTION 2:

Organizational Structure



Opposite and Above

Frederick Regional Health System - Frederick, MD

"Trinity has been our architect of choice for over 15 years. They have helped us strategically plan our system wisely through significant demand and reimbursement changes. Their design skills have transformed the image and efficiencies of our campuses."

Tom Kleinhanzl
CEO
Frederick Regional Health

John Verbus
Former EVP, COO
Frederick Regional Health

Project Team

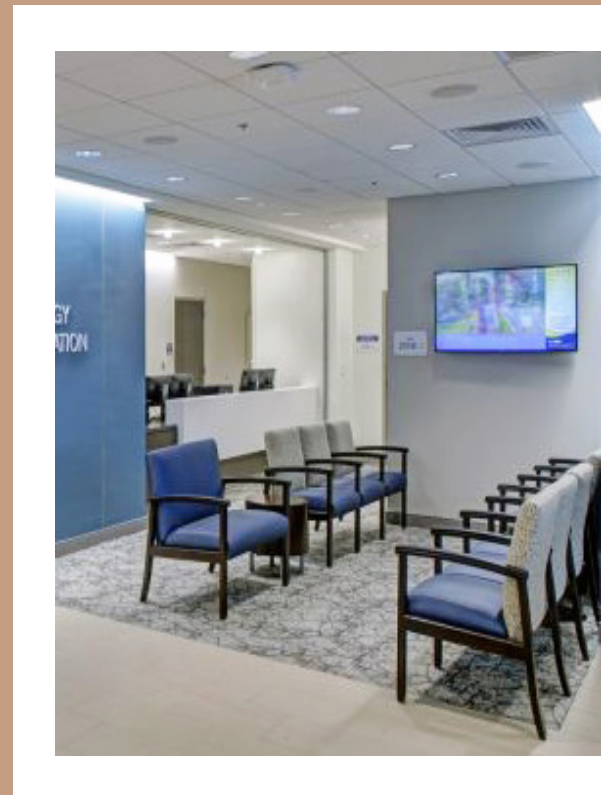
Trinity:NAC's innovative strategies and solutions have combined the expertise of business analytics and operational planning with the craft of architectural planning and design to create efficient, flexible, and sustainable healthcare facilities for **over 80 Critical Access and rural hospitals.**



“ INSTRUMENTAL IN ASSESSING DEMOGRAPHIC AND CONSUMER DATA, BEST PRACTICE CARE MODELS

Trinity:NAC was instrumental in assessing demographic and consumer data, best practice care models, and technology drivers. Through their leadership, we have been successful in improving our presence, visibility, and accessibility within the communities we serve, aligning services to drive value, cost savings and reimagine the patient and staff experiences.

Jason A. Mueller
AVP Facilities Development & Capital Planning
MedStar Ambulatory Services



BOB GESING, AIA

Principal, Operational Programming & Planning



Experience

37+ Years

Registration

Ohio

Education

Bachelor of Architecture,
The Ohio State University

Professional Affiliations

American Institute of Architects
Academy of Architecture for Health

American Institute of Architects

The Healthcare Roundtable for Facility
and Support Service Executives

As a passionate advocate for creating value through design, Bob's efforts have helped health systems throughout the country improve quality, decrease operational costs and effectively plan for the future.

For more than 37 years Bob has served the healthcare industry providing analysis, programming, planning, and design services on over 2,000 engagements for more than 150 healthcare organizations throughout the United States. Guided by his deep background in lean operations, Bob is passionate about creating actionable planning strategies and designing beautiful yet efficient spaces for people to work and heal.

RELEVANT EXPERIENCE

Quincy Valley Medical Center - Quincy, WA

Completing Master Plan validation for a 6-bed, 45,000 SF replacement hospital which will create a next generation CAH. Trinity:NAC is helping QVMC challenge the status quo, dismantle siloed operations, and rethink how health and wellness can be delivered in rural communities. By incorporating the latest innovations in physical and virtual care and lean operational modeling, the new Medical Center will be a model for future micro-hospital design, ensuring a highly adaptable and sustainable future for the community.

Sistersville General Hospital

Memorial Health System - Sistersville, WV

Planned as an 8-bed, 30,000 SF CAH, Memorial Health System's goal is to drive down a lower cost-structure of care through lean process flows, reduced operating costs per square foot, and improved quality and experience for patients and caregivers. Creating a clear and efficient organization to integrate the related programs and a strategy for allow for change over time formed the basis of the design.

Memorial Athens Health Campus - Athens, OH

100,000 SF new greenfield health campus for this rural community, accommodating Emergency, Diagnostics, Clinics Surgery and 20 beds. Campus being developed with innovative Advanced Modular Manufacturing and Assembly delivery process.

Kootenai Health East Expansion - Coeur d'Alene, ID

Three-story, \$41.5 million addition to give a new identity to Kootenai Health. The top two floors house 64 medical/surgical patient rooms. The first floor features a new hospital entry lobby and the new Family Birth Center. The Birth Center includes 10 LDR rooms, 18 ante/post-partum rooms, six triage rooms, two room OR cesarean suite, 12 private bed Level III NICU, and staff support spaces.

JILL KURTZ, AIA, NCARB

Project Manager



Experience

37+ Years

Registration

Washington

Education

Bachelor of Architecture
University of Idaho

Professional Affiliations

National Council of Architectural
Registration Boards

American Institute of Architects

Jill is known for her leadership, teamwork, collaboration, and client relationship skills. Through her collaborative spirit, she is can unite diverse teams to deliver high-performance, sustainable solutions.

Jill will ensure active and productive communication among the team members to facilitate cohesive, coordinated efforts toward a common goal. Jill brings organizational, communication, and team building skills to every project she is involved in. Jill's dedication and experience with healthcare facility design ranges from tenant improvements to major additions and renovations covering all types of patient, staff, and support spaces.

RELEVANT EXPERIENCE

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Kootenai Health - Coeur d'Alene, ID

15,000 SF renovation and 8,000 SF addition to existing Emergency Department to increase exam rooms from 24 to 36, including four trauma rooms, four behavioral health rooms, an Airborne Infection Isolation Room, 27 exam rooms, and supporting spaces. Worked with the user group on Lean principals and led the group through an intense, three-day 3P event for the ED expansion/remodel.

Tri-State Memorial Hospital - Clarkston, WA

New 3-story addition connects to the west side of the main hospital. This project includes six ICU rooms, lab, admissions area, cafe and bistro, and gift shop on the main floor; and 19 medical/surgical single inpatient rooms with four observation units on the second floor. The single-occupancy rooms allow for family members to stay overnight with patients to promote healing and provide support.

East Adams Rural Health - Spokane, WA

Renovation of the 13,000 SF existing hospital areas to include 6 double bed patient rooms, lab, blood draw, CT, X-ray, Ultrasound, secure hold room, 3-bay trauma room, lobby, reception and staff support spaces. New 2-story 13,000 SF addition to provide outpatient clinic including 11 exam rooms, offices, conference center, PT/OT gym space, elevator and roof top helipad

AMY WESSEL

Finance & Lean Operational Planning



Amy is passionate about advancing the strategies that shape industry trends and anticipate next-generation solutions while creating lasting, successful organizational changes. She has helped organizations rethink their strategies and facility investments to better respond to consumer expectations, risk-based reimbursement, clinical outcomes, and policy changes. Amy's experience also includes facility planning and design, investment strategy, payer and provider organization business process improvement, service line planning, and implementation strategies for healthcare clients.

RELEVANT EXPERIENCE

Experience

34 Years

Registrations

MBA, MHA

Education

Master of Business Administration
Webster University

Master of Health Administration
Saint Louis University

Bachelor of Science in Biology
University of Missouri

Amy is a seasoned healthcare professional with extensive experience in leading complex facility planning and design, investment strategy, payer and provider organizational business process improvement, and service line planning and implementation projects.

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Frederick Health Village

Frederick Health System - Frederick, MD

Master Planning for a health village on over 40 acres of land. Full ambulatory and ASC assessment, and fitting out a nearly 400,000 SF existing building. Included a freestanding ASC, housing, and retail.

Community Retirement Village - Ashland, KY

Project lead to develop planning for a new community health / retirement village including independent living, assisted living, and memory care space. Developed proforma for the new venture; determined mix and size of units and lease amounts.

ELIZABETH SANDBERG, FNP-C

Clinical Consulting & Integration



Experience

24 Years

Registration

FNP-C, North Dakota

Education

College of Nursing and Professional Disciplines
University of North Dakota

Family Nurse Practitioner Program
University of North Dakota

Master of Science in Nursing
University of North Dakota

Bachelor of Science in Nursing
University of North Dakota

Professional Affiliations

Building Committee, NDHC

UND College of Nursing Advisory Council
Member, 2019- present

Preceptor for DNP, FNP students

Lizz has a special interest in meeting the healthcare needs of rural communities through a collaborative, family- and staff-focused approach.

A Family Nurse Practitioner-Certified with 24 years of experience, Lizz's background includes Critical Access and rural hospitals. Leveraging her nursing experience, she is a vital connection between the clinician and the design team with first hand understanding of care needs, workflow processes, and the importance for healthcare professionals to have a safe and therapeutic work environment to provide extraordinary care.

RELEVANT EXPERIENCE

Quincy Valley Medical Center - Quincy, WA

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Northwood Deaconess Health Center - Northwood, ND

Primary care provider for patients of all ages. Includes management of acute and chronic conditions, mental health, pregnancy and preventative health needs. Proficient in routine office procedures. Regular coverage of call shifts for the ER, hospital and nursing home. Community involvement with health fairs and high school camps.

Emergency Room Staff Nurse

14 years as an RN in the emergency departments of regional medical centers, a Level-1 trauma center, pediatric ER, and community hospital. Triage coordinator and department charge nurse experience.

- Altru Hospital, Grand Forks, ND
- William Beaumont Hospital, Royal Oak, MI
- Bon Secours Hospital, Grosse Pointe, MI
- Providence Alaska Medical Center, Anchorage, AK

ANDREW VON LOHR, AIA, NCARB

Medical Planner



Experience

15 Years

Registration

American Institute of Architects (AIA)

National Council of Architectural Registration Boards (NCARB)

Education

Master of Architecture
Ohio State University

Bachelor of Architecture
Ohio State University

Andrew is keenly focused on achieving the maximum ROI for healthcare clients. He engages with all project team members to build consensus and develop master planning solutions that are resilient, flexible, adaptable and affordable.

Andrew brings a highly adaptable skill set to every planning, design, and architectural project. His healthcare facility delivery knowledge is evident in complex undertakings where he manages intricate schedules, budgets, and large project teams. As an integrative team player, he provides leadership and support throughout the process. Andrew values relationships and consensus building and views them as paramount to the success of every project.

RELEVANT EXPERIENCE

Wooster Community Hospital - Wooster, OH

Development of a master plan and a capital development plan that responded to Wooster Community Hospital's strategic objectives and facility needs with a phased implementation that would address highest priority issues.

Blanchard Valley Health System - Findlay, OH

Development of a new strategic master plan for inpatient care that will replace the anchor hospital over 40 years, and consolidate and relocate outpatient services to better serve the community.

Hocking Valley Community Hospital - Logan, OH

Master plan for this 25-bed CAH. Over the years aging facilities and limited capital have hindered the hospital's ability to have their space reflect the care they provide to the community. Through an iterative and collaborative process Trinity:NAC identified multiple scenarios and trajectories for development of a new outpatient center, emergency department, inpatient beds and community center.

Memorial Athens Health Campus - Athens, OH

100,000 SF new greenfield health campus for this rural community, accommodating Emergency, Diagnostics, Clinics Surgery and 20 beds. Campus being developed with innovative Advanced Modular Manufacturing and Assembly delivery process.

Wayne Healthcare - Greenville, OH

\$47 million master plan and new 47,000 SF expansion and renovation to the main hospital. The project included an acuity adjustable 32-bed inpatient unit, materials management, birthing center, and wellness center.

JILL WOODS, IIDA, LEED AP

Experiential Planning & Design



Experience

25+ Years

Registration

National Council of Interior Design
Qualifications (NCIDQ)

LEED AP

Education

Bachelor of Science, Industrial Design
Ohio State University

Jill is passionate about collaboratively creating patient-centric experiences that aid in the healing process, in which all aspects of a patient's journey are considered.

Jill has spent her 25+ year career focusing on improving the healthcare experience through design. This passion began as a result of many years spent in these environments as a family member and recognizing the impact that a facility can have on the health and well-being, not only of the patients, but on the family and those working to provide care. Jill tunes in to empathy to guide planning, lighting, wayfinding, and all elements of design to foster the best possible healthcare.

RELEVANT EXPERIENCE

Quincy Valley Medical Center - Quincy, WA

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Madison Health Expansion & Modernization - London, OH

\$25 million, 37,500 SF hospital expansion and 8,000 SF modernization. Project includes a 2-story, 26,000 SF expansion housing a 13,400 SF emergency department, 5,500 SF cancer clinic, 5,200 SF obstetrics department, and a new 11,200 SF outpatient public concourse that reorients the front of the hospital and improves patient access.

Piedmont Athens Regional Medical Center - Athens, GA

In partnership with SmithGroup, for the expansion and renovation of a 7-story, 64 bed critical care tower including new public concourse and outpatient infusion area with USP-797 and 800 pharmacy.

Wayne Healthcare - Greenville, OH

\$47 million master plan and new 47,000 SF expansion and renovation to the main hospital. It houses an acuity adjustable 32-bed inpatient unit, materials management, birthing center, and wellness center.

BORIS SRDAR, FAIA, LEED AP

Lead Designer



With 36 years of experience in the architectural field, Boris believes that every project should have a clear conceptual idea about its origin, and about how it creates a sense of place within its location. He specializes in synthesizing knowledge from various disciplines in the creation of inspiring environments. He engages the important relationship between architecture and nature, continually seeking to seamlessly integrate the two with an understanding of the influence biophilic thinking has on an individual's experience, and the positive impact of these designs.

RELEVANT EXPERIENCE

Experience

36 Years

Registration

Licensed Architect, WA

Fellow American Institute of Architects

Education

Bachelor of Architecture
University of Zagreb

Master of Design Studies
Harvard University

Boris believes it is our role to find unexpected paths to elevate the human experience. In particular, he explores connections to nature that can help even a large-scale building provide an invigorating, human-scale experience.

Quincy Valley Medical Center - Quincy, WA

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Kootenai Health East Expansion - Coeur d'Alene, ID

Three-story, \$41.5 million addition to give a new identity to Kootenai Health. The top two floors house 64 medical/surgical patient rooms. The first floor features a new hospital entry lobby and the new Family Birth Center. The Birth Center includes 10 LDR rooms, 18 ante/post-partum rooms, six triage rooms, two room OR cesarean suite, 12 private bed Level III NICU, and staff support spaces.

Community Hospital of Anaconda - Anaconda, MT

29,400 SF addition and 6,200 SF renovation of existing hospital, as well as finish upgrades to all the public spaces. Work also included site development, utility yard, and rooftop heliport

PeaceHealth Ketchikan Medical Center - Ketchikan, AK

New addition and reorganization of the interdepartmental relationships for this Critical Access Hospital. The 80,000 SF, 4-story addition including primary and specialty care clinics and a new surgery suite including primary care, clinics on top floor, surgery center on middle floor, surgery center, healing garden, emergency, lab, and imaging.

Electrical Engineering



Mark is a licensed journeyman electrician with more than 40 years of experience as an electrical engineer. He specializes in the design and installation of power, lighting, and electrical systems for healthcare facilities. He also has extensive experience with new buildings, renovations, infrastructure upgrades, and facility assessments, and applies his knowledge of healthcare codes to real world design.

RELEVANT EXPERIENCE

Quincy Valley Medical Center - Quincy, WA
Replacement Critical Access Hospital, 45,000 SF

East Adams Hospital - Ritzville, WA
EMS Addition

Deaconess Hospital - Spokane, WA

- NW Pediatric Cardiology
- 2nd Floor Lab

Spokane Behavioral Health Hospital - Spokane, WA

Samaritan Healthcare - Moses Lake, WA

- Mammography
- Endoscopy
- Cardiac Rehab Remodel

Newport Health Center - Moses Lake, WA

Providence Holy Family Hospital - Spokane, WA
Cancer Care Northwest Linear Accelerator Replacement

Whitman Hospital & Medical Center - Colfax, WA
Administration Relocation

Plastic Surgery Northwest - Spokane, WA
Essential Electrical System Improvements

Providence St. Luke's - Spokane, WA
Rehabilitation Institute Psychiatry

Bonner General Hospital - Sandpoint, ID
CT Replacement

Experience

47 Years

Registration

Alaska, Washington, Oregon, Idaho, Montana, Arizona, California, Utah, Nevada

Leadership in Energy and Environmental Design (LEED AP)

Education

Bachelor of Science
Architectural Engineering
Gonzaga University

Professional Affiliations

National Council for Qualifications
of Lighting Professionals

Mark believes client relationships are at the foundation of all projects and that interaction with them fuels creativity. He strives to create something bigger than the sum of a project's parts in order to achieve a higher common goal.

ANTHONY SCHOEN, PE, HFDP

Principal - Mechanical Systems



Anthony provides mechanical design leadership on healthcare projects, ranging from ground-up facilities to the long-term service of existing facilities. His project experience and ASHRAE Certified Healthcare Facilities Design Professionals (HFDP) credentials demonstrate his comprehensive understanding of hospital design. Anthony understands the importance in designing simple and reliable systems with standardization at the heart of decisions is essential for critical access facilities, especially those in remote locations.

RELEVANT EXPERIENCE

Experience

11 Years

Registrations

California, Colorado, Idaho, Washington

Accreditation

ASHRAE Certified
Healthcare Facility Design
Professional

Education

Bachelor of Science
Mechanical Engineering
Gonzaga University

Professional Affiliations

Member ASHRAE
Former YEA Chair

Member, Gonzaga Executive Engineering
Advisory Council

Member Washington State Society for
Healthcare Engineering

Member, American Society for Healthcare
Engineering

Anthony's commitment to delivering solutions that encompass the client's vision while remaining pragmatic about initial and long-term operational costs is fundamental to his design.

Quincy Valley Medical Center - Quincy, WA
Replacement Critical Access Hospital, 45,000 SF

Southwest Healthcare Services - Bowman, ND
New Critical Access Hospital, 70,095 SF

Tri-State Memorial Hospital - Clarkston, WA
Inpatient Dietary Addition 51,717 SF

Pullman Regional Hospital - Pullman, WA
New Hospital and MOB, 95,000 SF

Kootenai Health - Coeur d'Alene, ID

- 3rd Floor Build-Out, 30,460 SF
- Heart Center Expansion, 51,000 SF

Columbia Basin Health Association - Othello, WA
Othello Medical Clinic, 77,900 SF

Providence Medical Park - Spokane Valley, WA

- Original Construction, 150,000 SF
- Multiple Renovations

Providence Sacred Heart Medical Center - Spokane, WA

- Cardiac ICU Renovation & Addition, 29,000 SF
- Emergency Department Expansion, 28,200 SF
- Special Pathogens Unit, 14,000 SF

Guam Regional Medical Center - Dededo, Guam
New Medical Center and Central Utility Plan, 267,000 SF

WADE GELHAUSEN, PE

Principal, Civil Engineering



Wade has more than 25 years of experience in civil design projects. He also has experience in land development, planning, and road and utility design. Wade believes strongly in maintaining strong client relationships by providing quality work in a timely fashion. He also strives to communicate constantly with the client and design team to help the project proceed smoothly. Wade is responsive when issues arise in the construction process and tends to clients' needs in a timely manner.

RELEVANT EXPERIENCE

Experience

25+ Years

Registration

Washington & Idaho

Education

Bachelor of Science
Civil Engineering
Gonzaga University

Professional Affiliations

American Institute of Architects -

Washington Society for
Healthcare Engineering

Civil engineers shape the world we live in. We design, build, and maintain the infrastructure we take for granted – every building, road, reservoir, dam, bridge, and tunnel. The infrastructure that we help to build and maintain benefits communities and individuals for generations.

East Adams Hospital - Ritzville, WA

- Hospital Renovation
- Mobile Clinic

Quincy Valley Medical Center - Quincy, WA

Replacement Critical Access Hospital, 45,000 SF

Columbia Basin Hospital - Ephrata, WA

Master Planning and Expansion

Providence Sacred Heart - Spokane, WA

Master Planning

Providence Holy Family Hospital - Spokane, WA

- Master Planning
- Parking Lot

Providence Urgent Care Clinic - Spokane, WA

Hawthorne Road Clinic

WSU-Spokane - Spokane, WA

Design-Build Teaching Health Clinic

Confluence Health - Moses Lake, WA

Medical Office Building

Inland Northwest Behavioral Health - Spokane, WA

Behavioral Health Hospital



SECTION 3:

References and Description of Experience



Opposite and Above:
Wayne Healthcare - Greenville, OH

"The 3P workshop was so engaging to our entire staff and community, and created something we never imagined. Trinity:NAC's planning and design creativity has been a game changer for us!"

Jeff Subler
Chief Executive Officer
Wayne Healthcare

Relevant Experience

CLIENT	SUMMARY OF SCOPE	REFERENCE
Quincy Valley Medical Center Master Plan Validation and Replacement Hospital <i>Quincy, WA</i>	Currently in Master Plan validation for a 6-bed, 45,000 SF replacement hospital which will create a next generation CAH. Incorporating the latest innovations in physical and virtual care and lean operational modeling, the new CAH will be a model for future micro-hospital design, ensuring a highly adaptable / sustainable future for the community.	Glenda Bishop Superintendent / CEO (509) 787-3531 glenda.bishop@quincyhospital.org
Sistersville General Hospital CAH Replacement Hospital <i>Sistersville, West Virginia</i>	Planned as an 8-bed, 30,000 SF CAH, the goal is to drive down a lower cost-structure of care through lean process flows, reduced operating costs per square foot, and improved quality and experience for patients and caregivers. Creating a clear and efficient organization to integrate related programs and strategy to allow for change over time.	Scott Cantley CEO Memorial Healthcare (740) 374-1725 scantley@mhsystem.org
Wayne Healthcare Master Planning and Expansion and Renovation <i>Greenville, Ohio</i>	\$47 million master plan and new 47,000 SF expansion and renovation to the main hospital. It houses an acuity adjustable 32-bed inpatient unit, materials management, birthing center, and wellness center	Jeff Subler Chief Executive Officer Wayne Healthcare (937) 569-6919 jeffrey.subler@waynehealthcare.org
Memorial Athens Health Campus Master Planning <i>Athens, Ohio</i>	100,000 SF new greenfield health campus for this rural community, accommodating Emergency, Diagnostics, Clinics Surgery and 20 beds. Campus being developed with innovative Advanced Modular Manufacturing and Assembly delivery process	Scott Cantley CEO Memorial Healthcare (740) 374-1725 scantley@mhsystem.org
Madison Health Hospital Master Planning and Expansion and Renovation <i>London, Ohio</i>	\$25 million, 37,500 SF hospital expansion and 8,000 SF modernization. It includes a 2-story, 26,000 SF expansion housing a 13,400 SF emergency department, 5,500 SF cancer clinic, and 5,200 SF obstetrics department, and a new 11,200 SF outpatient public concourse that reorients the front of the hospital and improves patient access.	Dana Engle President & CEO (740) 845-7011 dengle@madison-health.com
Hocking Valley Community Hospital Master Planning <i>Logan, Ohio</i>	Master plan for 25-bed CAH. Aging facilities and limited capital have hindered the hospital's ability to have their space reflect the care they provide to the community. Trinity:NAC identified multiple scenarios and trajectories for development of a new outpatient center, emergency department, inpatient beds and community center.	Stacey Gabriel - RN, BSN, MBA/MHA, EMT-B, RHCEOC President/CEO (740) 380-8227 sgabriel@hvch.org
Blanchard Valley Health System Master Planning <i>Findlay, Ohio</i>	BVHS physicians and services are dispersed over 80 properties and sites in Northwestern Ohio. The team developed new strategies for inpatient care that will replace the anchor hospital over 40 years and consolidate and relocate outpatient services to better serve the needs of the community.	Ryan Shoemaker Director of Facility and Support Services Blanchard Valley Health System (419) 425.5790 rshoemaker@bvhealthsystem.org



Images are confidential at this time.

QUINCY VALLEY MEDICAL CENTER

Master Plan Validation / Replacement Hospital Quincy, WA

QVMC is challenged with many obstacles facing health delivery in rural communities ... large service area, access, staff recruitment / retention, acute community health needs with adverse health determinants, smaller volumes associated with high cost of equipment and facilities; lower margins and depreciated assets.

In 2019, the Quincy Port Authority commissioned the creation of a master plan to identify the need, program, and cost associated with a replacement facility for community approval. When the pandemic disrupted healthcare nationwide, further development of the master plan was put on hold.

Two years later, QVMC decided to move forward and underwent a comprehensive search to select a partner to validate the master plan and design a replacement hospital. Quincy selected TNAC due to their diverse staff expertise, deep focus on research, lean operations and business analytics and an innovative and iterative process that allowed for multiple scenarios to be explored and evaluated concurrently.

TNAC began a comprehensive post-pandemic validation, assessing:

- Health status and current and future needs of this growing community
- Where services were being provided and by whom
- Impact on staff wellness, retention, and recruitment
- The evolution and use of virtual care
- Advancement of technologies and disruptive innovation
- Experiences and expectations of the community

This exploration was shared and refined through a series of interactive workshops with administrators, caregivers and patients. TNAC translated needs into analytics and modeling scenarios resulting in the optimal balance of needs, innovation, operational changes, facility development and capital investment.

This plan for the new hospital is now in schematic design with an anticipated community celebration to open the new hospital in early 2025.

PROJECT OWNER

Quincy Valley Medical Center

OWNER'S REFERENCE

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PROJECT TEAM

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SISTERSVILLE GENERAL HOSPITAL

CAH Hospital Replacement Sistersville, WV

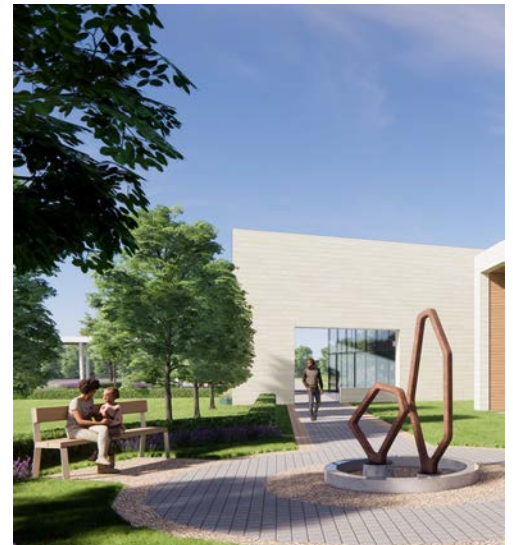
Sistersville General Hospital was at-risk of closing when it was purchased by Memorial Health System in 2020. With a mission to enhance the health of the people and the communities they serve; Memorial Health recognized the need for a new hospital to provide much needed care to a rural community that is disproportionately impacted by the Social Determinants of Health.

Convenience, accessibility, and wellness are key to the new hospital. Planned as an 8-bed, 30,000 SF facility, Memorial Health System's goal is to drive down a lower cost-structure of care through lean process flows, reduced operating costs per square foot, and improved quality and experience for patients and caregivers. Creating a clear and efficient organization to integrate the related programs and a strategy to allow for change over time formed the basis of the design approach.

The extensive research conducted by Trinity:NAC in the field of lean design and patient and staff experience is influencing planning and the overall design concept. Trinity:NAC is designing to specific, quantifiable metrics, including increased room use, reductions in labor costs and time, reductions in travel time and number of functions performed per square foot.

The interior spaces and programs will encourage and support healthy living and wellness and promote community-building for patients through virtual and physical connections for support. The design will promote the collaboration among professional caregivers and support their sense of purpose through wellness, education, and respite spaces.

This facility will be built utilizing an innovative Advanced Manufacturing and Assembly approach where the entire facility is manufactured offsite and shipped for assembly, reducing costs and streamlining implementation.



PROJECT OWNER

Memorial Health System

OWNER'S REFERENCE

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WAYNE HEALTHCARE

Master Planning Greenville, OH

Wayne HealthCare was at a turning point in its future: existing building, patient beds, and technology were outdated and sent the wrong message to the community; they were losing market share in obstetrics; and separate ICU and acute care beds was challenging to staff due to census fluctuation.

However, their wellness center, including physical and cardiopulmonary rehabilitation, was experiencing unprecedented growth.

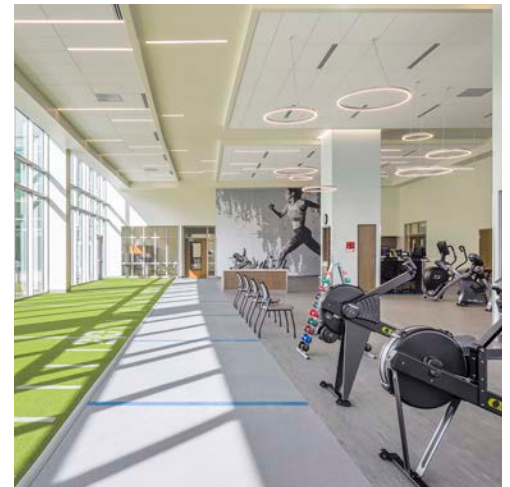
Trinity:NAC was engaged by Wayne HealthCare to help transform it from a single, outdated building into a true healthcare campus.

A comprehensive 3P work session was conducted where stakeholders from all departments met to define their future. With the goal to expand the concept of wellness, the team set these guiding principles:

- Create a health campus
- Strengthen ties to the community
- Shift mindset from coming Care reactively to proactively when not sick
- Design a destination birthing center
- Provide private acuity-adaptable rooms
- Expand wellness program
- Change current community perception

Benchmarking best practices were explored and refined for Wayne HealthCare. Evidence-based design research, lean operational efficiency, and staff and patient wellness were central to the design and planning process.

The result is a campus that promotes patient care through advanced technologies and streamlined workflows, while integrating natural elements and wellness concepts into a healing destination.



PROJECT OWNER

Wayne HealthCare

OWNER'S REFERENCE

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PROJECT TEAM

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MEMORIAL ATHENS HEALTH CAMPUS

Master Planning

Athens, OH

Memorial Health serves as one of the leading rural health systems in the country with a mission to serve underserved communities close to home throughout southeast Ohio and West Virginia. One such community is Athens, Ohio. Memorial provides physician care to the Athens, Ohio community, but patients have to travel up to 100 miles for more advanced and inpatient care.

Trinity:NAC was engaged to plan a **sustainable model of healthcare for rural America**. Originally planned as a freestanding Emergency Department under contract with a developer, Memorial Health recognized the need to pivot to a more innovative and comprehensive community care campus.

With a mission to enhance the health of their communities, the new Athens Health Campus will improve the quality, efficiency and affordability of care and enhance Memorial's visibility as a leading comprehensive care center.

From the initial visioning session, lean process flows, adaptability and flexibility emerged as overriding themes. Stakeholders engaged in team exercises to identify waste in the system and explore how to eliminate it.

Teams explored the patient and provider experience to reimagine everything about how caregivers, patients and their support network engage with Memorial Health, and aligned goals around improving patient outcomes, improving team efficiency, and improving building performance.

Keeping pace with clinical demands, evolving care models and technologies, every space is being designed to address volume variability while minimizing space and cost. Flow is designed around services, not individual departments, and all beds will be acuity adaptable. Exam rooms will become more consult-focused to improve the doctor-patient relationship.



PROJECT OWNER
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MADISON HEALTH HOSPITAL

Master Planning

London, OH

Madison Health operates a rural hospital situated on 2 acres of land in London, OH. The hospital experienced a decline in market share over the past several years. Under new leadership, the organization strategized with their alliance partners, The Ohio State University and Mount Carmel, in an effort to increase services to the community closer to home.

Madison began to flourish with new providers, better services and increased volumes. However, while programs, services, and staff were improving, the facility itself continued to lag behind market expectations.

Madison wanted a modern facility to match its quality services. Trinity collaborated with clinical staff and caregivers on this first phase of the expansion and modernization it had developed in their 2017 master plan.

Unique and challenging, the current 1960s facility provided no segregation between public, staff, outpatient, or inpatient services. Also, a freestanding 1990s medical office building on the campus had no clear connection for patients to the hospital's diagnostics.

Using evidence-based design, benchmarking, and life cycle analysis, Trinity reoriented the front of the building to create an outpatient concourse linking the hospital to the medical office building, and designed a multistory addition.



PROJECT OWNER

Madison Health

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HOCKING VALLEY COMMUNITY HOSPITAL

Master Planning

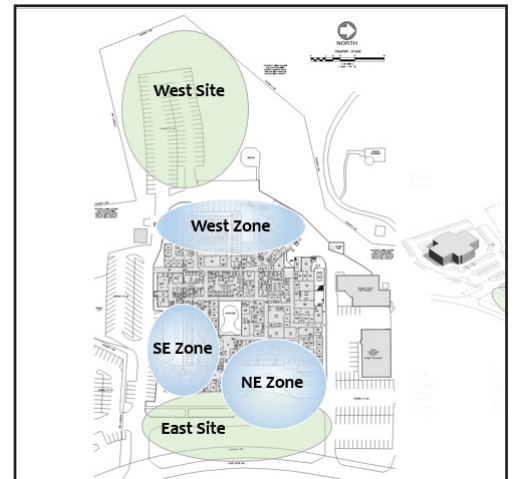
Logan, OH

In the 116 years since opening its doors, the landscape surrounding Hocking Valley Community Hospital's historic campus changed dramatically. The last campus expansion was in 1966 with the opening of a new hospital, but the aged buildings challenged their ability to be fluid and dynamic and were becoming clinically and functionally obsolete, no longer able to keep up with changing demographics and population growth, evolving care delivery and technology. Outdated care models, based on the old facility design, impacted patient care, safety, medical outcomes and staff satisfaction. Strained site connectivity, including traffic and roadways, challenged campus renewal. Patients and providers were traveling to other hospitals outside of their service area.

Recognizing they could not match the perceived care and quality of competing hospitals, HVCH elected to update a dated 2010 master plan. They needed options and needed to reaffirm their commitment to the community, while always prioritizing the "extraordinary care close to home" attributes that their patients and care providers cherished.

Trinity:NAC updated the master plan and created innovative, operationally efficient facility solutions. A proprietary master planning process facilitated understanding of key challenges, and visioning sessions helped to establish new campus priorities. Visioning sessions included evidence-based design research, benchmarking, and lean workshops to drive new operational strategies, set direction for future growth options, consider adjacent property acquisitions, and evaluate traffic flows into/around the campus.

Overall master plan priorities were to consolidate outpatient services, expand the Emergency Department and Urgent Care, renovate the inpatient units to provide more private and infectious isolation rooms and study the option for acuity adaptable beds, and integrate a workforce development training and education space.



PROJECT OWNER

Hocking Valley Community Hospital

OWNER'S REFERENCE

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PROJECT TEAM

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BLANCHARD VALLEY HEALTH SYSTEM

Master Planning Findlay, OH

Blanchard Valley Health System has a long and rich history in the Findlay and Northwest Ohio region. With a service area of over 1,900 sq miles and home to over 200,000 residents, the communities they serve vary greatly...from smaller urban centers to small towns and vast areas of farmland.

The system evolved and grew organically to address the needs of their community, currently consisting of the 150-bed acute care Blanchard Valley Hospital, the 25-bed critical access Bluffton Hospital, a retirement community, and several other health-related businesses in over 1 million SF on more than 100 acres dispersed among more than 80 sites.

Blanchard Valley recognized that the need for easily accessible, quality care is consistent, regardless of population density. The challenge was how to support the many program demands and clinical and facility needs in an efficient, economic, and sustainable strategy.

Trinity:NAC guided them in developing a system-wide, long-range plan with a unique understanding of the strategic, operational, and economic issues that impact development and asset management, and a focus on building great community connections. This holistic approach to the system's business ensured a plan that would be incremental, scalable, and sustainable.

Trinity:NAC employed an iterative planning approach that uses research, data analytics, "best practice" and "next practice" innovations to objectively analyze the functional performance, capacity, and condition of current assets, and used data to bring clarity to complex strategic/facility issues.

Trinity:NAC's research and analysis identified over 100 initiatives that were prioritized by BVHS leaderships. The final strategic master plan provides clear direction for future growth and development and resulted in a 5-phase, 40-year comprehensive facility renewal and replacement strategy.



PROJECT OWNER

Blanchard Valley Health System

OWNER'S REFERENCE

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PROJECT TEAM

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Byers Family
2018

SECTION 4:

Project Overview



Opposite and Above
Madison Health - London, OH

“Trinity:NAC created a solution that has significantly increased on community image, operational efficiencies, market share and economic performance.”

Dana Engle
Chief Executive Officer
Madison Health



PeaceHealth Ketchikan Medical Center, Ketchikan, AK

How We Work

In May 2018, Dr. Betsy Nabel, President of Brigham Health and Brigham & Women’s Hospital, wrote in a letter to employees that the hospital will “need to work differently in order to sustain our mission for the future.”

Trinity:NAC believes that the new master plan for East Adams Rural Healthcare is about more than a building — it is about working differently and embracing change in order to reimagine the patient experience and assessing every service to drive real value and cost efficiencies.

It is about changing the process to focus on what matters most to patients and staff and acknowledging what works today may not support healthcare of tomorrow.

Trinity:NAC offers the optimal mix of analytical thinking, creativity, artistry, tech savvy and imagination — giving us the ability to design next-generation spaces that articulate your vision, enhances the human experience, conserves economic and natural resources and anticipates the imminent changes due to economic and generational expectations.

Our team has researched, explored, and developed deep analytics on best practice operational characteristics, service alignment, workflow and utilization throughput,

pandemic readiness, technology and capital needs and prioritization.

We have distilled that information into highly useful metrics that help to assess current conditions and drive change.

We will offer critical insight into performance metrics, explore alternatives, and spark the innovation that will create **incredibly efficient operations** and a **remarkable experience** for patients and staff. Our vision is not to create a Best Practice solution, but to create a Best Practice solution that is unique to your vision and your community.

Unique Master Planning Approaches

Developing a new master plan for EARH will require the ability and courage to **challenge the status quo** and **think outside the box**. Our team’s national experience has provided us the opportunity to assess the financial impact of every square foot of costs.

But developing an effective, sustainable and adaptable master plan goes beyond bricks and mortar. It demands establishing a holistic vision of your future based on the many different factors that will shape the future of healthcare delivery.

It is no longer enough to ask “What we will be doing in the next ten years.” We need to explore the potential future:

- What will our role be in this market?
- What is the experience we want to create for different patients and caregivers?
- How can we increase our community involvement in a way that helps patients on their healthcare journey?
- How will digital solutions evolve, which ones should we adopt?
- How will care models evolve?
- How will advancing digital/smart campus technology change healthcare organization and delivery?
- How will this inform / guide the future delivery of care?

To answer these questions, we have customized an approach for EARH that focuses on the key elements of a successful rural hospital developed through the unique lens of the pandemic and the landscape that has evolved as a result of it:

- Understanding current and future community growth, demographics, values, traffic patterns, access and need
- Incorporating future trends and anticipating market and service disruptors
- Leveraging technology / digital service opportunities to ensure technology, process and facility operations work together to integrate telemedicine into the care model



Some of the innovations we have helped forge that we will consider include:

- Creating acuity-adjustable care clinic platforms with distributive support zones
- Dismantling traditional department-based support services to reduce square footage
- Creating Integrated clinic modules for physicians to reduce space and staffing requirements
- Designing adaptable floor plate and service modules to accommodate evolving patient volumes, care delivery and market fluctuations
- Creating facilities that are modular, incremental, and scalable to reduce first-time costs yet maintain the agility to address future change
- Addressing the impact of virtual care on rural health to incorporate current and future technologies into adaptable clinic spaces
- Implementing next generation prefabrication strategies to greatly reduce waste and time to market

Project Approach

Trinity:NAC will guide you through a cumulative journey leveraging future-focused design thinking, lean principles, service strategy, and other methodologies that we have developed specifically for the unique needs of rural health.

While all hospitals are developing and implementing performance improvement initiatives aimed at reducing costs, increasing efficiencies, and increasing revenue, **EARH has additional risks in:**

- Reducing or eliminating high-cost, low-volume service lines, potentially placing their community at risk when services like obstetrics or oncology are reduced
- Attracting talent from a limited pool of providers willing to move to remote locations
- Disproportionate impacts by the social determinants of health
- Investments in new technologies compared to the high costs of use for patient care and cybersecurity
- Thinking too small
- Forcing a facility solution

It is imperative to develop a master plan based on an understanding of where EARH is today and how your tomorrow will be shaped by these, and other, pressures. To do this, we amass as much quantitative and qualitative data as is necessary to identify the challenges that need to be solved as you consider how to optimize your services to the community.

To ensure these solutions are unique to EARH and reflect best and next practices of premier rural health centers, we emphasize the need to “define and align.”

We will ensure everyone understands what has informed the journey to this point and that stakeholders are aligned with the decisions to move forward.

Together, we will offer critical insight into performance metrics, explore alternatives, and spark the innovation that will create a master plan that enhances efficient operations, creates a unique customer-focused delivery platform, designs an engaging staff experience, and optimizes the use of your existing facilities.

Our objective, data-driven and organized approach combines business-centric analyses with forward-thinking visioning to help you make clear and confident decisions on how to allocate your resources in an incremental, scalable, and impactful way.

This requires an understanding of and sensitivity to the economic, provider and consumer market dynamics of rural healthcare that will affect the long-term viability of our decisions.

Our approach is organized into four phases, each serving to focus the gathering and analysis of information from distinct perspectives. One of the unique aspects of this approach is that it concurrently addresses the strategic, operational, economic, experiential and facility issues that influence our decisions as we create an optimal master plan solution.

Each phase builds upon the foundation of understanding from prior phases. Through this comprehensive and highly collaborative approach, we have found that the optimal strategy inevitably comes into focus.

This approach will result in the creation of planning strategies and design solutions that galvanize the vision and voices of EARH while ensuring the highest and best use of your valuable resources.

Our collaborative process is founded on active listening. We will conduct interviews with focus groups from key stakeholders throughout the planning process. Stakeholders will include EARH administration, staff, providers, department leaders, patients/families, REACH coalition members and community stakeholders.



DISCOVER

Identify the things that are working well and the things that should evolve to support EARH's 5-year vision and ensures your future.

Our journey begins by exploring your existing strategy, operational model, consumer population, workforce and digital platform.

We understand the challenges in rural care, and will ask the necessary questions to understand the unique population you serve and recruit from, and opportunities for enhancing your care model. We analyze qualitative and quantitative data to draw parallels and identify opportunities between your culture, current care model, current and future demand and future trends.

Asset Inventory

Gather existing documentation of strategic plans, market data, facility inventory and facility condition and functional assessments, and other relevant data for review and validation. Data should include known/expected needs to achieve the desired state of your five year horizon.

Risk Mitigation

Identify risks at the onset of the visioning session.

Review Existing Strategic Plan

Review your existing strategic plan, market share and demand, Medicare cost reports, demographics, volume projections, and facility conditions assessments, translating these into quantifiable success plus value metrics.

Current State Analysis

Analyze and benchmark key operational performance metrics, clinical functionality, consumer experience, and facility conditions. Identify and prioritize opportunities for improvement.

Clinical Functionality Analysis

Conduct interviews, tours and photojournaling to establish extent to which existing environments are fit-to-purpose or repurpose to meet current needs and the projected evolution of care.



DEFINE

Draft a directional planning brief that will be used to drive the iteration of the optimal master plan.

This is an intense, highly interactive phase in which we provide you with several different paths that can lead to a successful future. We give you options that support the paths we are co-creating. As part of this phase, we challenge stakeholders in 3P sessions to introduce best practices, disruptive models, and cross-industry practices to evoke deeper creative thinking about the future.

Imagining the Future

Partner with EARH administration, clinical and service teams, and the Board of Directors to discuss how the future model of care, consumer preferences, workforce evolutions, health disparities, digital innovations, population migration, reimbursement and regulatory environments and health policy changes that will transform the rural center beyond tomorrow.

Defining Your Best Practices

Identify best practice benchmarks among peer Critical Access Hospitals, including members of the Grand Columbia Health Alliance as well as national high-performing Critical Access Hospitals, to set performance goals and metrics and understand EARH performance compared to similar rural health systems with respect to market share, value and financial stability. Benchmarks may include:

- space utilization and allocation
- staffing ratios
- department volumes
- patient throughput
- patient satisfaction and quality indicators

3P Planning Sessions

With multidisciplinary teams, discuss how the future model of care, workforce evolutions, digital innovations, and the reimbursement and regulatory environments will inform healthcare beyond tomorrow. Within the 3P Planning session, we will:



- ***Fast Forward: Tomorrow's Patient and Provider Consumer Experiences***

Building upon the market consumer analysis and ethnographic findings, create proprietary foundational insights into future consumer behaviors for accessing and receiving care, implicit and explicit needs, and challenges and perspectives.

- ***Fast Forward: Retaining and Recruiting Staff***

Focus on developing a healthier, more engaging and effective environment for staff that will increase collaboration, encourage creativity and promote the well-being of your workforce.

- ***Fast Forward: Mapping Tomorrow's Consumer Healthcare Journey***

Develop patient consumer journey maps detailing the optimal experience for a variety of patients with different diagnoses, acuities, demographics and health equity needs. The maps include operational, workforce, technology and facility implications.

Market Demand Analysis

Assess EARH's position within the regional healthcare market to establish current market position and to build two to three scenarios, incorporating market evolution, socio-economic factors, and population dynamics, to determine your future expected market position and associated demand.

Baseline and Customized Utilization Forecast

Develop a mid- and long-term forecast of inpatient and outpatient volume projections by specialty and site.

Key Room and Space Program Requirements

Translate demand forecast and utilization benchmarks into key room and space requirements.

Site of Service Analysis

Develop site of care recommendations for optimal distribution of services on the main campus, as well as the Ritzville and Washtucna Clinics based on the forecast, vision, strategic plan, facilities assessment, and market attractiveness. Identify gaps in service or coverage.

Ideal Traffic and Parking Flows

Translate potential program changes to parking demand and develop ideal traffic flows for visitors and care team.

Target Master Plan Budget Check

Develop target budgets for site work, building systems and other project related soft costs.

Apply appropriate contingencies for the design, construction, and EARH. Identify risks to the budget and develop action plan to address each one over time as the Master Plan is developed.



DEVELOP

Develop the strategic and project parameters to evaluate the most effective distribution of clinical services at the main campus and across your clinic locations

We rapidly test, analyze, and refine design concepts through a five-year lens to develop an optimal solution that optimizes your space and facilities and adheres to set project parameters. Additionally, to ensure our solutions deliver the right economic value, we test the space program and campus concepts against similar recent projects to develop a Target Construction and Project Budget.

Performance-Based Programming

Develop major room programming to inform generic departmental space needs. Develop adjacency diagrams and stacking diagrams.

Preliminary Master Plan Concepts

Test fit of options through a variety of tools potentially including sketches, renderings, and animations. Lead conceptual planning workshops to allow the team to visualize design concepts for feedback.

Preferred Adjacency and Flows

Utilize rapid prototyping tool to align the program with key functional adjacencies, flows, and ideal experiences.

Building Demolition Requirements

Define limits of demolition to support future growth.

Target Master Plan Budget Check

Test Quality, Size, and Costs to ensure major program elements are within the established budgets.

Schedule, Phasing and Capital Recommendations

Develop schedules including prioritization and phasing options, capital investment plans and organizational impacts to all options. Advantages and disadvantages of all options will be identified and compared with a focus on ongoing operational impacts and ability to achieve future performance metrics.



DELIVER

Deliver a roadmap for how EARH's operational plans and physical environment can evolve,

Final Review and Facility Optimization Report

Consolidate all previous works-steps and analysis into a final preferred optimization plan report. Finalize and further develop facility optimization diagrams to represent the preferred plan identifying repurposing and reuse strategies.

Final Road Map

Present the road map for how your facilities will develop, operate and provide services with the necessary detail and context for how EARH can implement long-term objectives and goals.

Communication Plan

Support key leadership in the dissemination of the plan to all key stakeholders.

The EARH Master Plan Deliverable will include:

- a facilities master plan to meet the space needs of the near future and further delineate a plan for clearly organized campus re-development
- opportunities to consolidate and realign functions/ departments to achieve operational efficiencies and improve the patient experience.
- recommendations for new facilities, renovation of existing facilities and realignment of functions/ departments within existing facilities
- a plan and implementation schedule to improve or eliminate unacceptable or obsolete structures balancing new development and re-use of existing facilities, with cost and phasing implications
- future site opportunities and analysis to identify where the potential key investments could be located on campus

 Kootenai Health



SECTION 5:

Cost



Opposite and Above:
Kootenai Health - Coeur d'Alene, ID

The Kootenai Health project was a true team effort and one that we are very proud of! You and your colleagues added great value to the planning and design phases.

Bill Bouten
President
Bouten Construction Company

Cost

This section must provide a full description of the expected expenditures for the work described in this RFP. Cost proposed must include all consultant fees, preparation of deliverables, travel expenses per trip to Ritzville (if applicable), printing, etc.

The following outlines the specific scope and cost associated to complete the engagement and address the specific aspects outlined in Section IV of your RFP. Each component proceeds through the process outlined in Project Approach Section.

**Component One:
Community, Future State and Vision: \$25,000**

The Objective of this Phase will be to gain a comprehensive understanding of the community you serve, their needs and expectations and how best to align EARH's delivery strategy, vision, mission and beliefs. Using a variety of research, data analytics and interactive sessions, we will:

- Analyze your current community and service area in terms of: geographic source of patients, population trends by area and age cohorts, market share and competitor trends, and in/out-migration trends
- Take a "Glimpse Beyond the Horizon" by compiling internal research on technological advancement, disruptive innovations and health economic changes that will or may affect the future of rural health-care delivery
- Assess community demographics, health status and generational and cultural expectations regarding care access and delivery
- Present findings, discuss implications, make recommendations, and together confirm/align Vision, Objectives, Guiding Principles and Outcomes.

Deliverables:

Community and Service Area mapping/demographics analysis, Quantitative service demand and financial analytics, future state research, Refined Vision, Mission, Guiding Principles and Outcome Statements; review meeting notes and presentation findings.

**Component Two:
Current Situational Assessment: \$15,000**

Through tours, observations, interviews with key stakeholders, data gathering, analysis and comparison to national benchmarks, we will assess your current community and facility in terms of:

- Historic Service Volume Trends
- Utilization and capacity
- Area usage
- Clinical and staff efficacy and lean operations
- Facility functionality and experience
- Facility and infrastructure condition

Deliverables:

Projected demand modeling, operational analyses, functional dashboard assessments, interactive excel models, existing floor plans generated in BIM, facility condition reports, review meeting notes and presentation findings.





**Component Three:
Facility Programming/Master Planning: \$30,000**

Based on assessment results, we will develop future programmatic, space and facility strategies, including:

- Modeling future demand scenarios
- Translating demand scenarios into space needs based on current/targeted operational need
- Identifying a comprehensive list of Recommended Corrective Actions and Program Initiatives which we will collectively establish program priorities
- Developing Facility planning strategies to best respond to specific programmatic needs, organizational vision, community expectations and future states of healthcare delivery
- Estimating comprehensive Capital Investment Requirements, including construction, medical equipment, furnishings/signage, IT, and administrative costs, considering appropriate contingency and inflation factors
- Organizing initiatives into sequential phases that align with capital capacity, program priorities and highest and best use of resources

Deliverables:
Prioritized Program of Requirements, 2D/3D Master Planning graphics, capital investment analysis and assumptions, Implementation phasing strategies and timelines, review meeting notes/presentation findings.

**Component Four:
Financial Impact Analysis: \$25,000**

Working with your internal financial data and staff, and employing our in-house data sources, research, and financial modeling expertise, we will develop economic proformas to test the viability, sustainability, and “thrivability” of our planning strategies.

Deliverables:
Interactive Economic proforma model, summary conclusions and recommendations, review meeting notes and presentation findings.

Reimbursable Expenses: \$7,000
(Includes preparation of deliverables & travel expenses)

All-inclusive Cost: \$102,000

The range of services EARH outlined in your RFP is comprehensive. **We believe they all will benefit the development of a truly responsive master plan.**

In some circumstances, though, we have found that our clients may not have the resources or ability to accomplish all these components concurrently.

In such cases, we can reduce/eliminate certain aspects and still create a highly successful master plan. We look forward to discussing this further to optimally align services with your financial capabilities and desires.

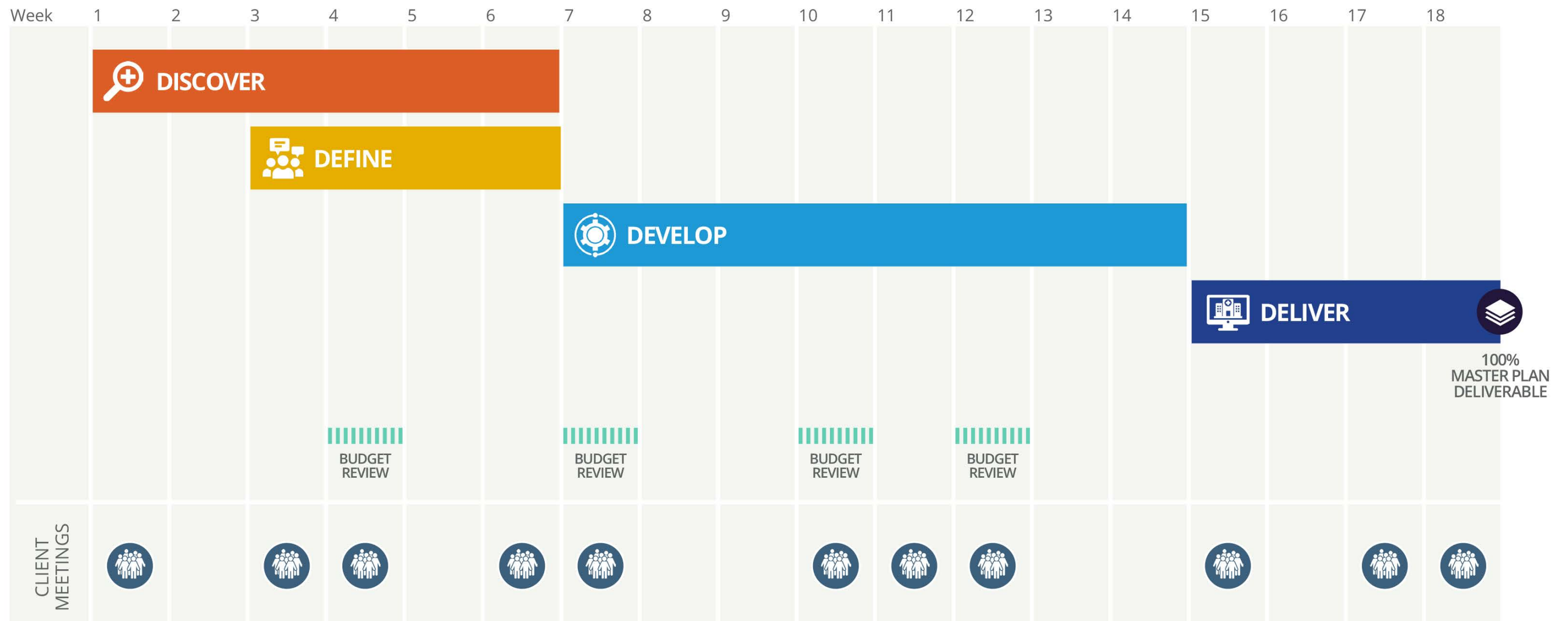
APPENDIX A

Proposed Project Schedule

Every client possesses their own culture, and these values influence how they work, think, and develop as an institution. We see our role as bringing thoughts, perspectives, experience, and guidance to East Adams Rural Health and being a catalyst in making smart decisions and promoting change that will enhance your operations and your stature. Our goal is to understand your culture in a manner that allows us to become trusted advisors at all levels in the organization. We suggest that the Steering Committee be diverse yet targeted with attendees centered on initiatives, objectives or service lines rather than a singular department or point of care.

Potential attendees may include nurses, physicians, environmental services staff, information technology, ancillary services technicians, facilities management, and materials management. We will work with you to identify the appropriate Steering Committee members at the start of the master planning engagement.

At the end of each milestone, we will host an Executive Review session to review the work effort to date and reflect on the goals and value metrics set at project initiation. We use Plus-Delta Reviews and identify outstanding risks, concerns and recommendations for the path forward.





Trinity:NAC

Columbus Los Angeles Seattle Spokane