

SUPPLEMENTAL FILING OF DOCUMENTS IN SUPPORT OF COMPLAINT

**THE FEDERAL TRADE COMMISSION
600 PENNSYLVANIA AVENUE
WASHINGTON, DC**

**RE: THE CLEVELAND CLINIC'S UNLAWFUL DEFACTO
MERGER; DECANTING THE ASSETS OF A PUBLIC HOSPITAL
THROUGH FRAUD, MISREPRESENTATION, AND CONVERSION.**

COMPLAINANT: DENNIS J. KUCINICH

In further support of my complaint submitted on October 14, 2015, regarding Lakewood Hospital, I submit the following documents for consideration of the Commission.

- (1) The affidavit of Patricia Vecchio, a Lakewood Hospital patient and resident of Lakewood, Ohio establishing that the Cleveland Clinic is continuing to direct or steer patients away the leased Lakewood Hospital to wholly-owned Cleveland Clinic facilities, while the same medical services are available and advertised on the Lakewood Hospital website as being available at Lakewood Hospital.
- (2) The affidavit of Dr. Terrence Kilroy, MD, a Lakewood resident with privileges to practice pulmonary care at Lakewood Hospital, establishing that over the past 10 years certain health care services have been terminated and or transferred away from Lakewood Hospital to wholly owned facilities of the Cleveland Clinic. Further, Dr. Kilroy's affidavit establishes that certain health care services at Lakewood Hospital exist in name only, but are not being provided to the public by Cleveland Clinic in its management of Lakewood Hospital. Finally, the affidavit establishes Cleveland Clinic's Decanting Plan to move certain medical services **by the end of 2015**, from the leased Lakewood Hospital to the Clinic's wholly-owned new hospital and medical center currently under construction west of Lakewood, Ohio, in Avon.
- (3) An intra-office email from a Cleveland Clinic official, Frederick S. Frost, MD, to Terrence Kilroy, MD, establishing the **imminent move and transfer** (December 2015) of Rehabilitation Services from Lakewood Hospital to the Cleveland Clinic's new health care campus cited above in Avon, Ohio.
- (4) This action by Cleveland Clinic was initially objected to, as being detrimental to Lakewood Hospital, by the Mayor of Lakewood, Ohio in the attached letter dated July 3, 2014.

- (5) The Master Plan Report of a wholly-owned Cleveland Clinic Hospital, Fairview Hospital, dated 11-30-12 which establishes the details of the Decanting Plan of the Cleveland Clinic, adverse to Lakewood Hospital.
- (6) Copies of slides from a Cleveland Clinic presentation of 2012 which clearly establish that the closure of Lakewood Hospital will result in at least 10,000 emergency department cases, currently being handled within Lakewood Hospital, be directed not only out of Lakewood, but outside the Cleveland Clinic system. This raises an urgent public policy question of access to emergency care for 50,000 Lakewood, Ohio residents and others traditionally served by Lakewood Hospital's emergency services. Additionally, recent changes to the Clinic's decanting strategy may result in another 17,000 emergency department cases being directed outside the Cleveland Clinic system, and not being provided emergency department health care services.

I have the contact information of several Lakewood Hospital doctors, patients and residents who would be willing to speak with your staff and to testify to any and all matters in the above complaint as well as the complaint filed by me on October 15, 2014.

Sincerely,



Dennis J. Kucinich
contactkucinich@gmail.com

STATE OF OHIO

COUNTY OF CUYAHOGA

)
)
)
SS: AFFIDAVIT OF PATRICIA VECCHIO

I, Patricia Vecchio, being first duly sworn and cautioned of the penalties of perjury, state as follows under oath:

1. I am a resident of the City of Lakewood and live at 12900 Lake Avenue, Lakewood, Ohio 44107.
2. I saw Dr. McNut at The Cleveland Clinic Foundation ("CCF") Main Campus on September 9, 2015.
3. Dr. McNut ordered an ultrasound and told me to schedule it with his office staff.
4. I told the scheduler at Dr. McNut's office that I lived in Lakewood and would like to go to Lakewood Hospital for the out-patient ultrasound procedure.
5. The scheduler for Dr. McNut told me she was not allowed to schedule at Lakewood Hospital because it was not listed on her CCF computer screen.
6. The scheduler for Dr. McNut then proceeded to schedule my ultrasound at CCF's Avon Medical Center for September 17, 2015, at 5:15 p.m.
7. I needed to change that ultrasound appointment because of a personal conflict.
8. On September 14, 2015, I called the CCF's Avon Medical Center to reschedule the appointment and was told that the CCF central scheduling system would not allow her to schedule an ultrasound at Lakewood Hospital.
9. The CCF's Avon Medical Center rescheduled my appointment for September 23, 2015, at 10:45 a.m. at the CCF Avon Medical Center.
10. Doctors and patients have stated to me that they have had ultrasounds performed and done at Lakewood Hospital during this past year.
11. I have also checked the Lakewood Hospital website and it states that: "Lakewood Hospital Radiology, located on the second floor of the hospital, offers state-of-the-art diagnostic and interventional radiology services that include x-ray, nuclear medicine, CT scan, MRI, ultrasound, bone densitometry, mammography, and angiography." (See http://my.clevelandclinic.org/locations_directions/Regional-Locations/lakewood-hospital/guest-services/outpatient-testing.)

FURTHER AFFIANT SAYETH NAUGHT.

Patricia Vecchio
Patricia Vecchio

SWORN TO BEFORE ME, and subscribed in my presence, this 23rd day of September, 2015.

Shannon M Doubler
Notary Public



SHANNON M DOUBLER
NOTARY PUBLIC
STATE OF OHIO
MY COMMISSION EXPIRES
OCTOBER 6TH, 2018

IN THE COURT OF COMMON PLEAS
CUYAHOGA COUNTY, OHIO

EDWARD GRAHAM, et al.

Plaintiffs

v.

CITY OF LAKEWOOD, et al.

Defendants

CASE NO. CV-15-846212

JUDGE JOHN P. O'DONNELL

TERENCE KILROY, M.D.'s
AFFIDAVIT IN SUPPORT OF
EDWARD GRAHAM, et al.,
TEMPORARY RESTRAINING ORDER,
PRELIMINARY INJUNCTION, AND
VERIFIED COMPLAINT

I, Terence Kilroy, M.D., being duly sworn according to law, depose and state as follows:

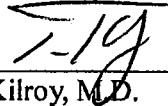
1. I am a pulmonary care doctor licensed to practice medicine in the State of Ohio and currently working at Lakewood Hospital, where I have practiced medicine since 1985. The following is based on my personal knowledge and understanding as a physician with privileges at Lakewood Hospital.
2. Since The Cleveland Clinic Foundation ("CCF") became the sole member of Lakewood Hospital Association ("LHA") in 1996, and most significantly between 2005 (at the latest) and now, under the leadership of Delos Cosgrove, M.D., CCF has moved health care services, medical equipment, and employees away from Lakewood Hospital.
3. Over the past 10 years, since 2005, the following health care services were terminated and/or transferred away from Lakewood Hospital:
 - a. Coronary intervention;
 - b. Cardiac surgery;
 - c. Cardiac electrophysiology;
 - d. Pediatrics;
 - e. Pathology;
 - f. Trauma;
 - g. Pain management;
 - h. Inpatient psychiatry (moved to CCF's wholly-owned Lutheran Hospital);

- i. Preadmission testing;
 - j. Oncology chemotherapy (moved to CCF's wholly-owned Fairview Hospital);
 - k. Coronary care unit (modernized and then closed within six months);
 - l. Neurological surgery (terminated on October 1, 2014); and
 - m. Thoracic surgery (moved to CCF's wholly-owned Fairview Hospital).
4. The following health care services at Lakewood Hospital are represented by CCF to the public, but exist only in name:
 - a. Oncology, where chemotherapy and consults are referred to Fairview Hospital;
 - b. Neurological surgery, which in reality was eliminated completely on October 1, 2014;
 - c. Pain management;
 - d. Electrophysiology, where all procedures are referred to Fairview Hospital;
 - e. Thoracic surgery, where all procedures are referred to Fairview Hospital; and
 - f. Vascular surgery, where all procedures are referred to Fairview Hospital.
5. The fact that Lakewood Hospital no longer provides neurological surgical health care services is known by employees of independent EMS companies, who now transport neuro patients to hospitals other than Lakewood Hospital.
6. There is only one thoracic surgeon who practices at CCF and has privileges at Lakewood Hospital. All patients in need of thoracic surgical health care are referred or transferred to Fairview Hospital.
7. All of the listed health care services, once provided by Lakewood Hospital, generated significant positive income for Lakewood Hospital. Now, they no longer exist and Lakewood Hospital's financial viability has declined to an extraordinary degree.
8. The following health care services at Lakewood Hospital are planned to be removed within the next year:
 - a. Rehabilitation will be moved to Select Care's rehab hospital adjacent to Avon Hospital upon completion of its construction;
 - b. The Neurological Unit will be moved to CCF's wholly-owned Fairview Hospital as early as July 2015 and Lakewood Hospital employees are directed to tell patients such and refer them to other CCF wholly-owned hospitals;

- c. Obstetrical gynecological (OB/GYN) care will be moved to CCF's wholly-owned Fairview Hospital's OB/GYN inpatient facility when it is completed in late 2015; and
 - d. CCF has a contract with a buyer for the bed licenses of Lakewood Hospital's Skilled Nursing Unit.
9. CCF has designated that the following Lakewood Hospital and City-owned medical equipment be sold to third parties and/or transferred to other CCF wholly-owned hospitals outside the City of Lakewood:
- a. X-ray machines;
 - b. Operating room equipment and supplies;
 - c. Nuclear medicine equipment;
 - d. Cardiac catheterization equipment;
 - e. Laboratory equipment;
 - f. Emergency Room equipment;
 - g. Computer equipment;
 - h. Furniture; and
 - i. Critical Care Unit equipment.
10. Also, CCF employees from other CCF wholly-owned hospitals have been and continue to approach and recruit doctors and nurses away from Lakewood Hospital, including, recently, the head of the Telemetry Unit, the nurses working with that individual, and the Nurse Manager of the ICU, NICU, and Critical Care Stepdown Unit.
11. Without health care services such as thoracic care, pathology, and oncology, my practice in pulmonary care suffers extraordinarily and is being irreparably harmed. In fact, because of the size of cutbacks at Lakewood Hospital in complementary and necessary health care services, the health care provided at Lakewood Hospital is deficient and Lakewood Hospital's financial viability is being seriously undermined.
12. Based on the foregoing, it is apparent that CCF has a history of terminating and transferring health care services away from Lakewood Hospital and will do so in the very near future without the assistance of a court of law.

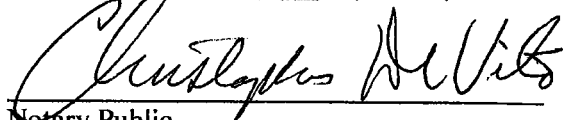
13. Defendants' joint and several actions have caused and will continue to cause irreparable harm to myself, the City of Lakewood, and Plaintiffs if the *status quo* is not maintained and the medical services returned to how it once was at Lakewood Hospital.
14. There will be no harm to LHA, LHF, CCF, and the City that they already have not caused themselves and there will be no harm to any third parties by maintaining the *status quo* as it has been and then returning the medical services improperly removed.
15. Defendants' fraudulent and covert changes, termination, and transfer of Lakewood Hospital health care services, equipment, and personnel warrant the equitable relief of a temporary restraining order and injunction to prohibit the daily and continuing irreparable harm.
16. I, Lakewood Hospital employees, Plaintiffs, and the citizens of Lakewood daily are being irreparably harmed by the erosion of Lakewood Hospital.
17. It would be difficult because of Defendants' actions to calculate the amount of damages being afflicted upon me and Plaintiffs, every day and into the future if the *status quo* is not maintained and the medical services returned to how it once was at Lakewood Hospital.
18. Unless the *status quo* is maintained and Defendants are ordered to stop the change, reduction, termination, and transfer of health care services, equipment, and employees at Lakewood Hospital elsewhere outside of the City of Lakewood, there will be no adequate remedy at law and irreparable harm will continue.
19. The public interest will be served best by granting the Temporary Restraining Order and Preliminary Injunction so the *status quo* remains at Lakewood Hospital until there is a hearing and a determination on the merits.

20. I have reviewed the Verified Complaint and Temporary Restraining Order and Preliminary Injunction facts set forth in the pleading and motion and all of the facts contained therein are true or reasonably believed to be true based upon my personal knowledge and/or information and belief.
21. I am also available to give further testimony live under oath to substantiate any fact and the irreparable harm that will occur if the Temporary Restraining Order and Preliminary Injunction are not granted ex parte to maintain the *status quo*.



Terence Kilroy, M.D.

SWORN TO BEFORE ME and subscribed in my presence this 6th day of July, 2015.


Notary Public

CHRISTOPHER M. DEVITO, Attorney at Law
NOTARY PUBLIC — STATE OF OHIO
My commission has no expiration date.
Pursuant to O.R.C. 147.03

From: "Frost, M.D., Frederick" <FROSTF@ccf.org>
To: "maria@clevecpi.com" <maria@clevecpi.com>
Cc: "Bayoumy, Sam (SBayoumy@clevelandclinicrehab.com)" <SBayoumy@clevelandclinicrehab.com>
Subject: New Cleveland Clinic Rehabilitation Hospital in Avon
Date: Wed, Aug 26, 2015 12:34 PM

Hi Maria, Can you please forward the email below to Dr. Killroy? Thank you

Dr. Killroy,

After nearly ten years in planning, our beautiful new 60-bed Cleveland Clinic Rehabilitation Hospital will open the first week in December on the Richard E. Jacobs Health Campus in Avon. The walls are up, the landscaping is installed, and final touches are being put on the building- which will open about a year ahead of the new Avon Cleveland Clinic acute care hospital. This facility is the cornerstone of Cleveland Clinic's joint venture with Select Medical Corporation, an affiliation that we chose in light of the company's wonderful track record of working with the best academic hospital systems in the United States.

I am writing to solicit your interest in joining the medical staff of the hospital. As an inpatient rehabilitation hospital, it will operate on an acute care model. In order to meet criteria for admission, not only do patients need to have rehabilitation goals, they must have medical conditions that require frequent physician visits – in some cases the patients are seen seven days a week by the doctors.

Over the years, in our rehab units at Lutheran, Fairview and Lakewood Hospitals, we have been grateful for the collaboration of our medical and surgical consultants. It is our goal to bring this great medical care to a sparkling new facility, and to integrate the patients' care into the existing Cleveland Clinic networks. In order to do so, we need to articulate our need for physicians, which is substantial. I'm reaching out personally to the physicians that have helped us in the past, and inviting them to apply for credentials and privileges.

As a follow up to this email;

- Sam Bayoumy, the CEO of Cleveland Clinic Rehabilitation Hospital, will be sending out application packets to the short list of medical colleagues that we hope to engage in this new endeavor.
- I am available by phone, email, or in person to elaborate on the specifics of our new hospital. Dr. Patrick Schmitt, a Cleveland Clinic Staff Physician for the last 5 years, has been picked by the Joint Venture Board to serve as medical director of the new rehabilitation hospital. Patrick and I would consider it a privilege to meet with prospective physician colleagues individually at their convenience and location.

Regards

Fred

Frederick S. Frost MD
Physical Medicine and Rehabilitation / Desk S31
Executive Director: Cleveland Clinic Rehabilitation and Sports Therapy
Chair: Department of Physical Medicine and Rehabilitation
Associate Professor of Medicine
Cleveland Clinic | 9500 Euclid Ave.
Cleveland, OH 44195
| tel (216) 445-7352 | fax (216) 636 0221

=====

July 3, 2014

Dr. Brian Donley
President of Cleveland Clinic Regional Hospitals
Mail Code NA4
9500 Euclid Avenue
Cleveland, OH 44195

Dear Dr. Donley

This letter is a formal protest of the Cleveland Clinic's recent decision and subsequent announcement to move the Rehabilitation Service to a soon to be built Select Medical 60 bed facility in Avon.

This service at Lakewood Hospital recently received in excess of \$3.7 million of Lakewood Hospital Association and Lakewood Hospital Foundation monies. These investments were made in good faith that CCF intended to honor the spirit and letter of our definitive agreement of services to offered by CCF at Lakewood Hospital.

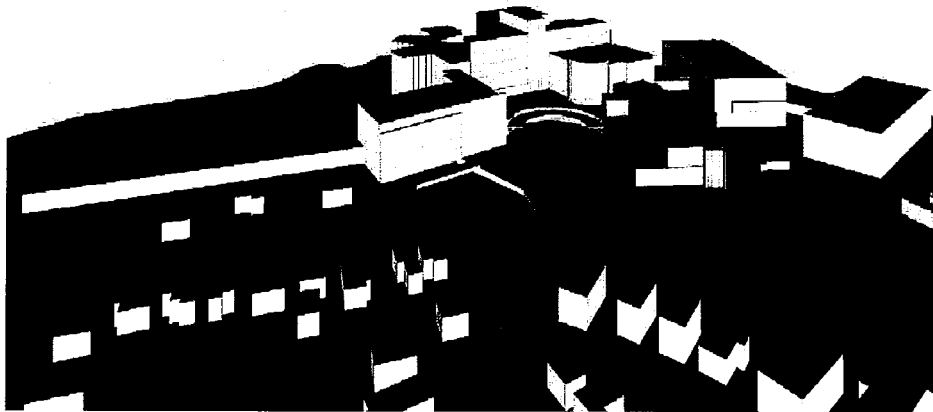
This particular service delivers approximately three million dollars of contribution to the financial performance of Lakewood Hospital. Consequently, The absence of these monies will have a devastating impact on the financial viability of our hospital.

This decision, and others similar to it, is a continuation of the Cleveland Clinic's unilateral strategic approach to seemingly disregarding the impact on Lakewood Hospital to the benefit of the Clinic system as a whole. I recognize the market and regulatory pressures that might compel these decisions, but I must protest their detrimental impact on Lakewood Hospital. I believe the service losses are in violation of the letter and spirit of the definitive agreement between the Lakewood Hospital board of trustees and The Cleveland Clinic foundation.

Sincerely,

Michael P. Summers

Westlake
Reed
Leskosky



Master Plan Report

Commission No: 12096.00

Date- 11-30-12

Final Report

CONFIDENTIAL - PROTECTED

FAIRVIEW HOSPITAL

Decanting Plan – Lakewood Hospital

Summary

Fairview Hospital must be prepared to assume 30-45 M/S Beds and by Mid-2013. Other programs can be integrated into current Fairview Hospital without impacting current operations.

Purpose

The decanting plan for Lakewood Hospital is included as part of this report is to determine the key impacts for space needs at Fairview Hospital as well as the schedule related to implementation.

I. Decanting Plan

Refer to Exhibit ?? entitled Lakewood Decanting plan following this summary.

II. Implementation / Phasing Plan

The decanting of the building will take place in two phases; Phase 1 will decant the A & B buildings, clearing the site for the new Family Health Center / Ambulatory Surgery Center along Detroit Avenue; once the new facility is occupied at the completion of Phase 2, Phase 3 will include the demolition of the balance of the facility. Subsequent Phase 3, opportunities exist for mixed use development that supports a 'health' district in downtown Lakewood such as a wellness center and senior housing.

Phase 1

To vacate Buildings A & B, current program will be relocated as follows:

- 4th Floor: (18) Rehab beds will be relocated within Lakewood Hospital
- 3rd Floor: OB/GYN program will be relocated to Fairview Hospital
- 2nd Floor: Grace LTAC and related administrative support will move to non-CC facility
- 1st Floor (30) Bed M/S volume will be relocated to Fairview Hospital Main Building 5 & 6

Anticipated time line: Start no sooner than December 2013

Duration of Phase: 4-6 month duration

Phase 2

This Phase will include the construction and activation of the FHC/ASC.

- Emergency, Outpatient Surgery, Clinics and related Administration will move into new building
- Inpatient Surgery will move to Fairview Hospital (anticipated no sooner than January 1, 2015)

Anticipated time line: Start no sooner than December 2014

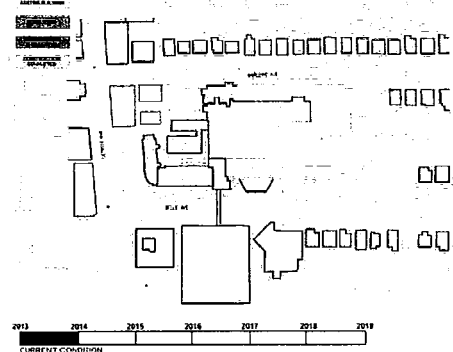
Duration of Phase: 18-21 months

Phase 3

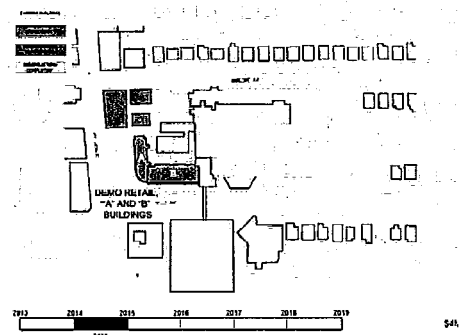
This phase will include the demolition of the balance of Lakewood Hospital.

Anticipated time line: Start no sooner than August 2016

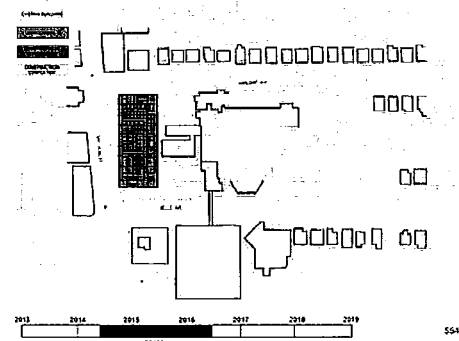
Duration of Phase: 4-6 months



CURRENT CONDITIONS



PHASE ONE - 2014

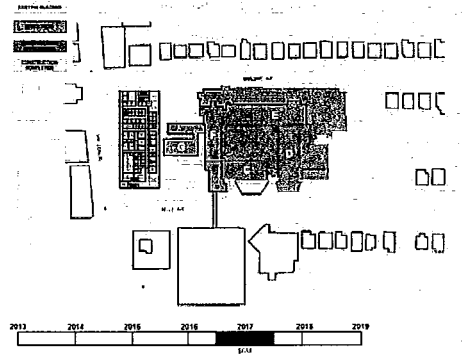


PHASE TWO - 2015-2016

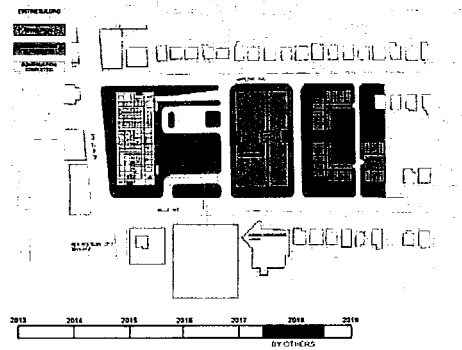
FAIRVIEW HOSPITAL

Notes

1. Program Assumptions and volumes were provided by CC Lakewood Hospital and Fairview Hospital and Regional Admin. team



PHASE THREE – 2016-2017



PHASE FOUR – POST 2017

**Exhibit 2 -
Decanting Plan**

Cleveland Clinic
Lakewood Hospital

Function/Department	Location / Floor Area	Beds	Current Location @ Lakewood					R/PH	Proposed Location					Comments		
			G	1	2	3	4		New MOB	Fairview	CHB	PB	TBD		Not Moved	
1.00 Administration																
1.01 HR	1,700		C													
1.02 Medical Library	1,900		C													
1.03 Medical Records	5,300		D													
1.04 Admin	8,500		A													
1.05 PEDS	10,600		A													
1.06 Lobby/Entrance	5,000		C													
1.07 Admin	4,700		A													
1.08 Patient Accounting	4,200		C													
1.09 Grace Admin	4,800		C		A											
Subtotal	48,600															
2.00 Nursing Units																
2.01 Oncology MS	8,300	30 (2X)		B												
2.02 Grace LIAC	8,200	30 (2X)		B												
2.03 Geri Psych	6,700			C									LH		Moves to Lutheran	
2.04 OBLDRPP	13,000					A-B									700-800 births / year absorbed by FH	
2.05 MS	7,200					C									30-45 beds move to FH 5 & 6	
2.06 Sleep Down	10,800					D										
2.07 CCU	5,100					D										
2.08 ICU	5,200					D-E									18 beds move to FH ICU Mid 2013	
2.09 Neuro ICU	4,100					D-E										
2.10 Rehab + IP PT	20,900					D-E		A-B-F		35 Beds					18 Beds will stay in LH	
2.11 Rehab + OT	7,500							C								
2.12 Skilled Nursing Unit	13,200							D								
2.13 Ortho MS	9,100							E								
Subtotal	118,300															
3.00 Diagnostic/Treatment																
3.01 Endoscopy	2,000			E												
3.02 Emergency	16,700				E						17K to Other				7-8K to FV	
3.03 Rehab Gym	10,300			D-E												
3.04 Laboratory	9,500				F											
3.05 MRI	3,600				D											
3.06 Imaging	7,200				AT											
3.07 IP Dialysis	3,600					E										
Subtotal	53,100															
4.00 Interventional																
4.01 Surgery	18,500					E										
4.02 Invasive Cardio (Cath Lab)	8,800				D						IP to FH				FV OP to FV OP or LW ASC	
4.03 Post-Op	11,200				E										Hybrid Room	
Subtotal	38,500															
5.00 Support Services																
5.01 Kitchen Cafeteria	21,000				F											
5.02 Surgery Support	3,800															
5.03 Pharmacy	3,000			E												
5.04 Material Management																
5.05 General Store															Verify FV Capacity	
5.06 Mail Room																
5.07 Central Sterile (CSSD)	5,700				F										Verify FV Capacity	
5.08 Server Room (ITD)	780				C											
5.09 Maintenance																
6.00 Ambulatory Care/Clinics																
6.01 Biometrics	6,500				D											
6.02 Lakeland Eye	1,000				D											
6.03 Cardiopulmonary	2,600				D											
7.00 Education																
7.01 Teaching-Seminar	5,000				D											
8.00 Miscellaneous																
8.01 Retail	1,700				C											
9.00 Central Plant																
9.01 Mechanical	9,000				CP											
9.02 Mechanical/Book	7,200				CP											
9.03 Mech	3,600					CP										
10.00 Unaccounted																
Circulation - Altium-Other			40,020	12,900	24,300	22,400	3,300									
Totals by Floors			66,600	92,500	104,600	93,900	53,000									
Total Building GSF			430,600													

Lakewood Questions
1. What about Columbia Road?

FAIRVIEW HOSPITAL

Program Summary – Fairview Hospital

Summary

- Decreases in population of catchment area will result in either flat or decreasing patient volumes
- Nearby Non-Cleveland Clinic Hospitals offer similar services and are or have undergone improvements.
- Program shifts from Lakewood will be 'absorbed' with the exception of improvements to accommodate 30-45 M/S Beds
- Opportunities exist to consolidate surgery services and shift outpatient surgeries to other Cleveland Clinic facilities
- Backfill of vacated spaces and new modalities offer opportunities to improve intra- and inter- department efficiencies
- The parking garage has a sunset of 12/31/19
- Improvement or replacement of antiquated space should be considered on an incremental basis

Program Considerations

To determine the key factors that will affect space needs at Fairview Hospital, external and internal factors were taken into consideration:

External Factors

Changing Demographics¹

The current catchment area for Fairview Hospital is in a stable, or slightly declining market. Between 2000-2010, the populations of all cities contiguous to the Fairview Hospital site declined within a range of 2.5% and 9.5%. It is the assumption of this analysis that an increase in population will not occur, and should not be a factor.

Competition

The following non-Cleveland Clinic hospitals are in contiguous cities that Fairview Hospital serves and have undergone recent improvements:

Southwest General Hospital – Middleburg Hts.

- New Emergency Department and patient tower (single occupancy rooms) is under construction; complete in late 2013
- Specialties : Maternity, Women, Heart, Cancer, Neuro, Ortho
- Affiliations: University Hospital

St. John Medical Center – Westlake

- Engaged in \$45M expansion / improvement project to improve public spaces, surgery and cancer programs
- Specialties : Maternity, Heart, Cancer, Women
- Affiliations: University Hospitals and Sisters of Charity Health System

Parma Community Hospital - Parma

- Surgery improvements slated for 2014
- Specialties : Heart, Cancer, Ortho
- Affiliations: None

FAIRVIEW HOSPITAL

Internal Factors²

Impact of Lakewood Hospital Volume

Decanting Plan

Refer to 'Exhibit 2, Decanting Plan.

The decanting indicates the current location of existing program, and the proposed location with the reassignment. In summary, the majority of outpatient functions, imaging, outpatient surgery and emergency will be relocated to new Family Health Center / Ambulatory Surgery Center. Inpatient functions will be addressed at Fairview Hospital, Lutheran Hospital or to other non-Cleveland Clinic facilities. The assumptions are as follows:

Patient Beds

Med / Surg Beds

To permit the construction of the new Lakewood FHC/ASC, a total of 30-45 patient beds will be relocated to Fairview Hospital.

OB-GYN Unit and Beds

A total of 12 Post Partum beds plus the related Labor & Delivery functions for 700-800 birth per year will be moved to Fairview Hospital. Current and projected volumes at Fairview Hospital suggest this volume can be absorbed within current facilities.

ICU Beds

Currently, there are 31 ICU beds at Lakewood. There is capacity in the ED/ICU Building at Fairview to absorb a portion of this volume.

Emergency Department

Of the current volume of 34,000 annual visits at Lakewood Hospital, it is intended that 8,000 visits will shift to Fairview Hospital. Of the balance remaining, 17,000 visits will be accommodated by the new FHC/ASC and 9,000 visits will be absorbed by non-Cleveland Clinic facilities.

Surgery

For inpatients, 1,315 of the 1,700 annual cases at Lakewood Hospital will shift to Fairview Hospital. Considering the current utilization and proposed 'shifts', this volume should have no impact on the current operations. For outpatient surgeries (including endoscopy) at Lakewood Hospital, it is assumed all the current volume of 3,400 cases will shift to the new ASC. (Note: There are no Cath Lab procedures done at Lakewood.

Fairview Hospital Initiatives

The following in program will be impacted by system wide assignments, backfilling of vacated space, impacts related to operational or process changes within a department, or new programs / modalities.

FAIRVIEW HOSPITAL

In reviewing considerations for programs, the Steering Committee identified the following Improvements categorized as Essential, Needed and Desired:

Essential	Needed	Desired
Single Patient Rooms; no new build	ICU/ED Connecting Corridor in Basement	Aesthetic Improvements
Outpatient Services	Core Process Validation	4 South Birthing
Surgery Consolidation	Retail Pharmacy	Assessment Findings
Move CFM into Community Moll Center	Material Management/Dock	Move Patient Care from Basement
		Relocate OP Lab
		CDU next to ED
Future – 2020 and Beyond		
Replace Parking Garage	MOB	
Add Capacity	Replace Aging Fac.	

Patient Beds

Refer to **Exhibit 3 Bed Analysis**

To achieve the system wide goal of single occupancy patient rooms without new construction, **Exhibit 3** identifies the current (Summer 2012) bed count of 481 beds and related modality, and projected bed count (447 beds) and related modality. This also assumes

The following modalities will vacate the Fairview Hospital Site.

- Peds M/S - 14 rooms (24 beds) located on 4W to location TBD
- Grace LTAC (29 beds) vacating 6N (Date TBD)
- Skilled Nursing Unit (11 beds)

Surgery³

Currently, outpatient surgery occurs on the first floor in a suite with (8) ORs, and inpatient surgery on the second floor in suite with (8) ORs. The current average 'staffed' number of ORs is (11). In the future, the institution intends to shift a volume of outpatient surgeries to the Columbia Road Facility. A summary of projected surgery volumes are as follows:

Location	Inpatient	Outpatient
Avon FHC	120	N/A
Columbia Rd. ASC	0	N/A
Fairview Hospital	7,315	3,866
Lakewood Hospital	1,315	0
Subtotals	8,750	3,866
Total for Fairview	12,616 in (12) Staffed ORs	

Based on surgery volumes, the availability of space on the second floor due to the relocation of ICU, and operational considerations, this report recommends a consolidation of surgery to the second floor. This program consolidation will be based on a (12) OR suite assuming a minimum clear area of 600 sf each, along with related peri-operative areas and related support.

FAIRVIEW HOSPITAL

Backfill of vacated space

Following the completion of the ED/ICU in mid 2013, the following areas will become vacant:

- ED on First and Second floor of Main Building South Wing
- ICU on Second Floor North Building

Also, should the Surgery Consolidation go forward, the area currently occupied by Outpatient Surgery will vacate in 2-3 years.

Considerations (listed in order of priority) for backfilling the first floor space include:

- Expansion/Improvements to Imaging
 - Separation of IP and OP entrances
 - Incremental improvement of equipment
- Patient Amenities at main entrance such as Retail Pharmacy, Food/Retail Services, Outpatient Lab Services
- Clinical Decision unit (Quick Peds Infusion) adjacent to ED
- Component of Moll (Cancer) Center

Considerations (listed in order of priority) for backfilling the second floor space include:

- Surgery Offices
- Other TBD

Improvement / Replacement of current space

The following spaces should be considered for either improvements or replacement, and are noted as such in order of priority:

Improvements

- Cosmetic Improvements to Main Public corridors on first floor
- Move Family Health out of Moll Center into community
- Materials Management – Dock
- Move PT/OT out of Basement
- Respiratory Institute

Replacement

- Main Parking Structure
 - 699 spaces - originally constructed in 1975
 - Annual maintenance cost of \$600-800,000/year
 - Anticipate a sunset date of 12/31/19
- Moll Center
 - Area is 56,000 gsf
 - One story structure has no vertical expansion capacity
 - Two story structure can expand one floor vertically
 - Footprint and efficiency is marginal
 - Consider for replacement in 10-12 years

Notes

1. Population information was gathered from 2010 census – online.
2. Program Assumptions and volumes were provided by CC Lakewood Hospital and Fairview Hospital and Regional Admin. Team
3. Refer to Appendix for Surgery Assumptions developed by CC



Fairview Hospital Master Plan Steering Meeting No. 1

July 16, 2012

Westlake Reed Leskosky

Phil LiBassi Principal

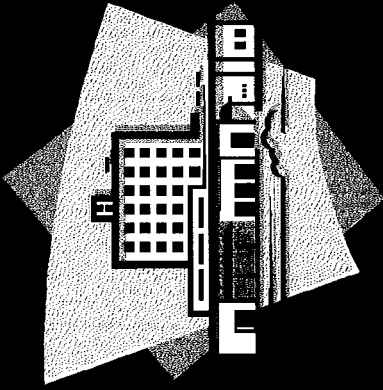
Agenda

1. Introduction
2. Lakewood Program
3. Key Considerations for Fairview
4. Conclusion

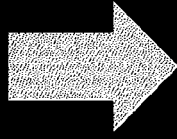
Impact of Lakewood Program Key Considerations for Fairview

Beds in Transition

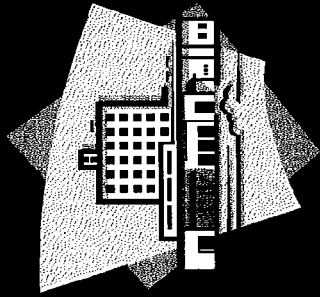
30-45 Patient Beds
700-800 Births
Earliest Date 2nd Q. 2013



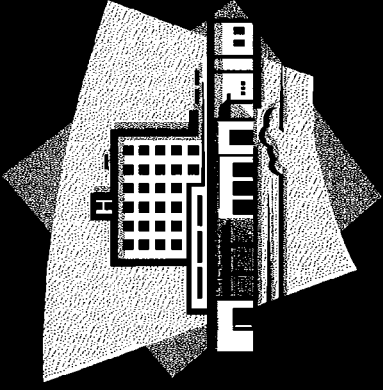
Lakewood Hospital



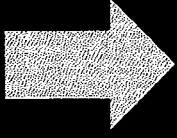
(12) GeroPsych
Earliest Date 2nd Q. 2013



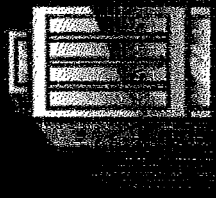
Lutheran Hospital



Fairview Hospital

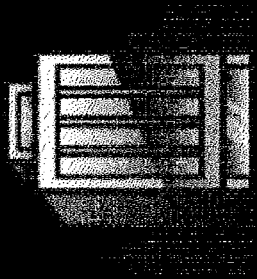


(59) Grace LTAC
?? Other Beds
Date: ???



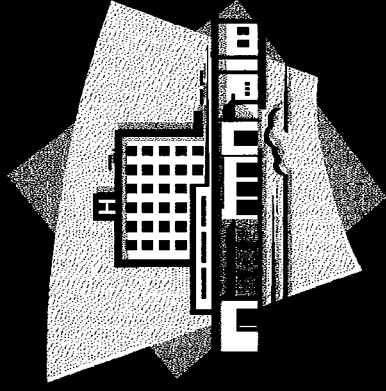
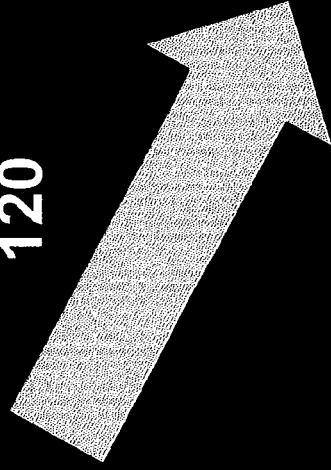
Outside CC System

Annual Inpatient Surgery Cases



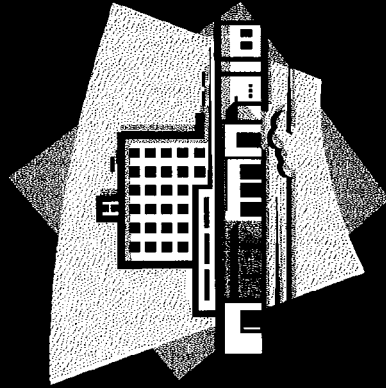
Avon FHC
Current: 0

120



Fairview Hospital

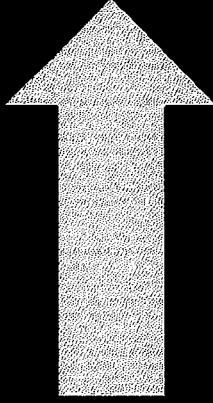
Current: 5,422
Proposed: 7,315
Δ: + 1,893
Earliest Date: 1st Q 2015



Lakewood Hospital

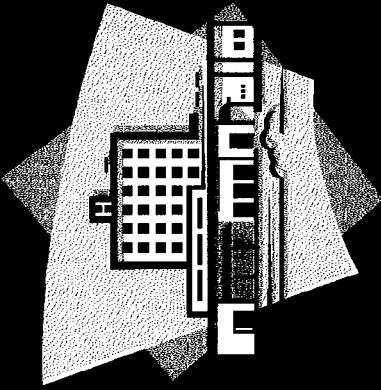
Current: 1,773 Including Endo
Proposed: 0

1,773
Including Endo



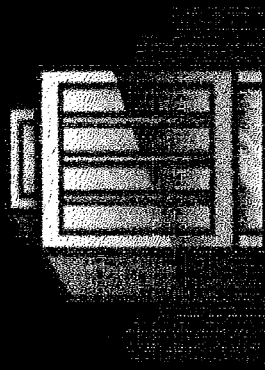
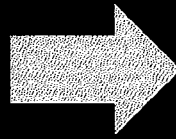
ED in Transition

Early Date: 2 Q. 2015



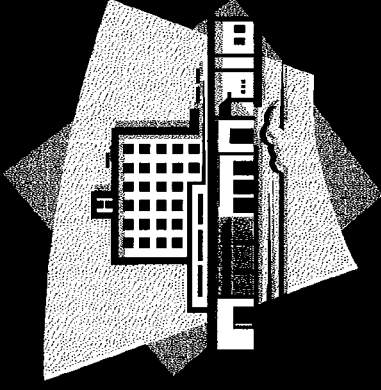
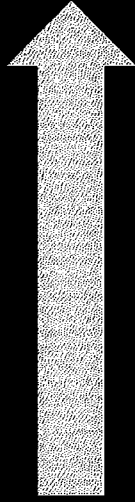
Lakewood Hospital

17,000 Visits



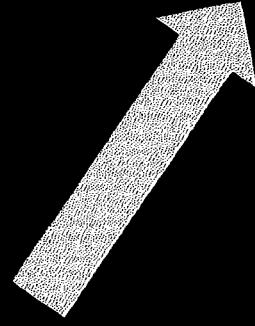
Lakewood FHC/ASC

7,000 to 8,000 Visits



Fairview Hospital

10,000 to 11,000 Visits



Outside CC System