



Community Health Care Association of New York State

Statewide Conference
October 25, 2012

Synergies and Challenges of Multiple Facility Projects



DENHAM
WOLF

Brownsville Multi-Service Family Health Center



Primary Care Services

Adult Internal Medicine

Infectious Disease

Pediatrics

OB/GYN

Dentistry

Psychology

Psychiatry

Social Services

Specialty Services

Dermatology

Optometry

Podiatry

Nephrology

Physical Therapy

Pulmonology

Surgery Consultations

Geriatric Supportive Services

WIC

HIV/AIDS Case Management



DENHAM
WOLF

BMS Community Services



W.A.T.C.H.



BMS Boutique



Geriatric Supportive Services



Community Farmer's Market & Summer Fest Celebration



BMS Clinical Sites (2009)



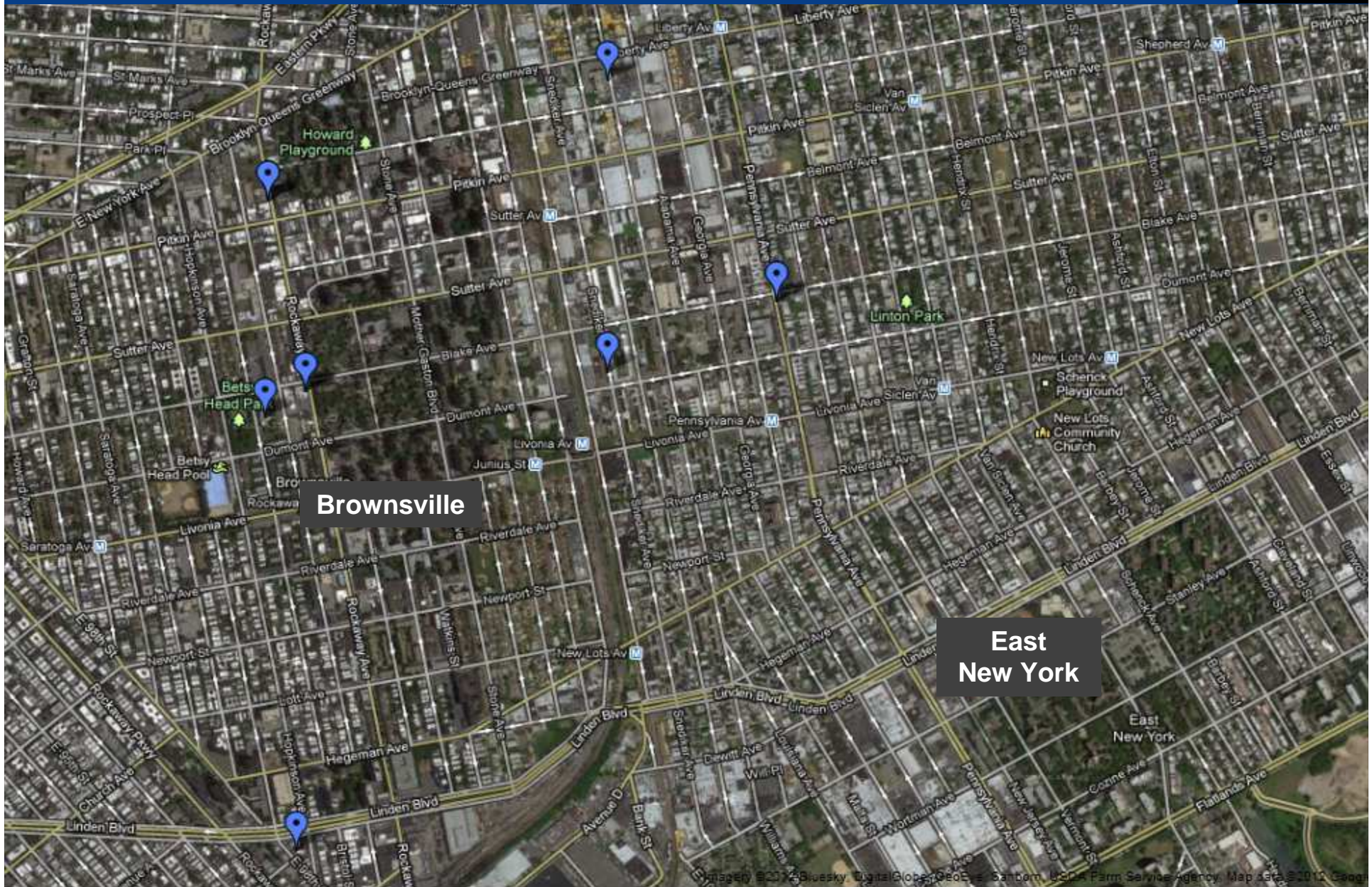
- **BMS Main:** main health center, also houses administrative offices
- **BMS@Genesis:** 11 exam room satellite health center
- **BMS@Help Women's Center:** medical practice at the HELP Women's Center for homeless women
- **BMS Institute for Specialty & Integrative Services:** adult primary care center
- **BMS@Jefferson High School:** school-based adolescent health center

BMS Non-Clinical Sites (2009)



- **Brownsville Community Residential Center:** 21-bed co-ed facility for recovering substance abusers
- **BMS Life & Wellness Center:** 3-story facility that houses non-medical wellness program
- **World Academy for Total Community Health:** health-themed high school preparing students for future health careers

8 Multi-purpose Facilities in Brownsville & East NY



“Towards a 21st Century Medical Home in Central Brooklyn”

Capital & Service Expansion Project

4 sites, 3 clinical, 1 non-clinical, with overlapping timelines



DENHAM
WOLF

Project Context



Community Healthcare Needs

Higher rates for:

- Diabetes
- Obesity
- Substance abuse
- Dental disease
- Hypertension
- Mental illness
- Gonorrhea
- Chlamydia
- HIV/AIDS

More barriers to health care access

3 in 10 without a regular doctor

One fifth rate their health as fair or poor

**Loss of Primary
Care Facilities**

**Unique & Conventional
Funding Opportunities**

Project Context



Organizational Goals

To improve access to health care service for residents of East NY and Brownsville, leading to measurably improved short-term and long term health outcomes for approximately **14,000 new users** total, generating approximately **79,983 additional visits**.

- Enhanced Chronic Disease Management
- Electronic Health Records & Practice Management Systems
- Expanded Service Availability/Accessibility
- Patient Centered Medical Home
- Meaningful Use
- Site Expansion & Upgrade
- Multi-Disciplinary & Alternative Approaches
- Collaborations & Partnership
- Community Wellness & Education

Outcome



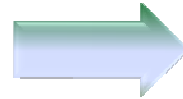
Community Needs &
Loss of Primary Care



Funding
Opportunities



BMS Mission
& Project Goals



Multi-site, Multi-year,
Capital & Service
Expansion
“Towards a 21st
Century Medical Home
in Central Brooklyn”

The New Projects



BMS Life and Wellness Center

- Administrative support functions
- 3-story, 14,000 sq. ft. building
- Leased office space
- Renovation of 5,000 sq. ft.



BMS Main

- Support and clinical spaces
- 2-story, 24,500 sq. ft. building with development capacity
- BMS owned health center
- Renovation of 10,000 sq. ft.
- Phased re-configuration

The New Projects



BMS @ Ashford

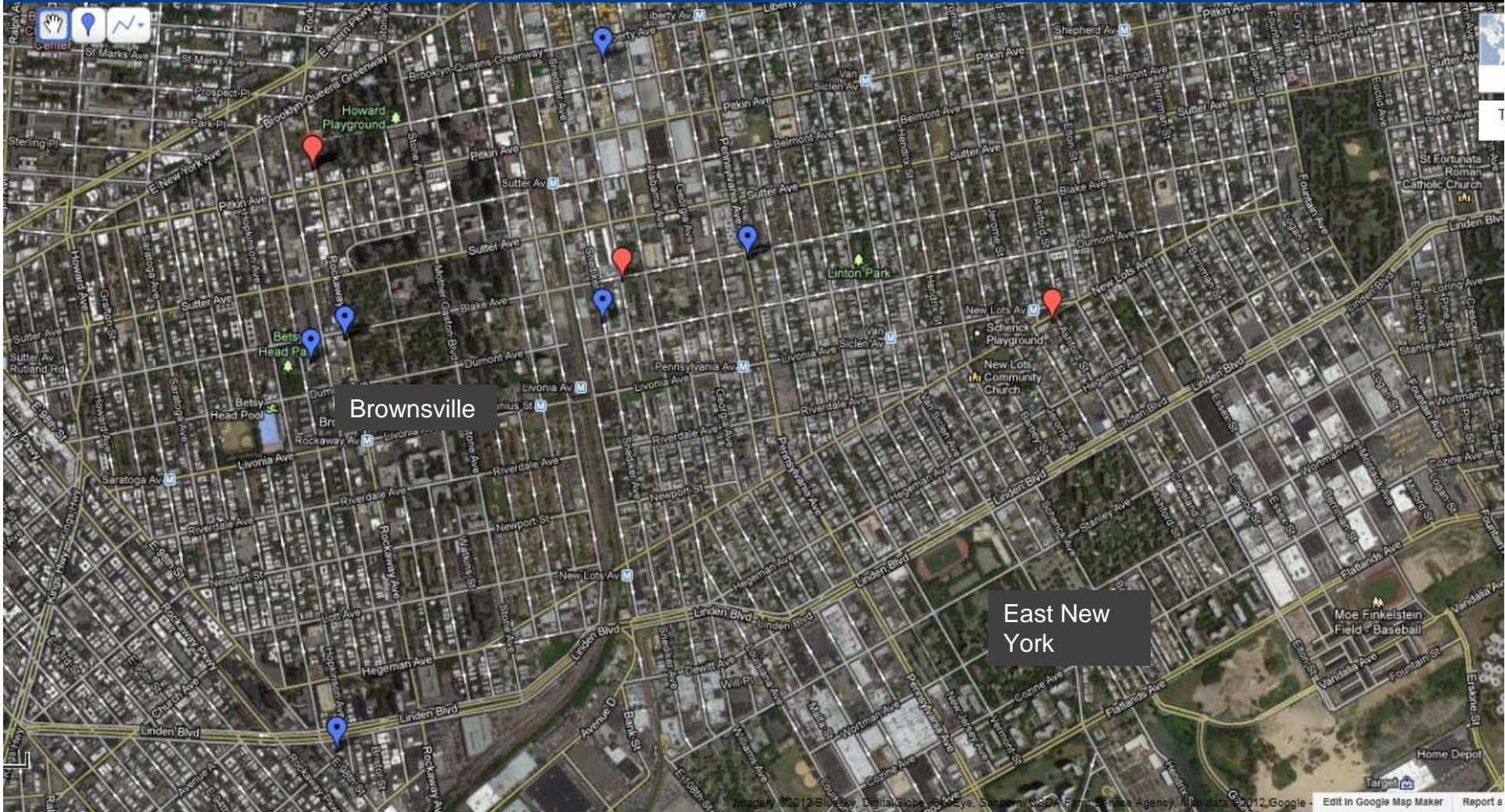
- New satellite health center
- Leased space
- 2-story, 11,500 sq. ft. building
- Gut rehab of 11,500 sq. ft.



BMS Dental @ Genesis

- Outpatient dental services
- Leased space
- Multi-story residential complex
- Renovation of 2,500 sq. ft.

At Completion: 10 Multi-Purpose Sites



Strategic Planning



Key Components to the BMS Planning Process

- Develop Individual Project Requirements
- Develop Individual Scheduling & Timing Requirements
- Outline Funding & Financing Requirements
- Overlapping vs. Stand Alone Projects
- Develop Master Schedule & Basics for Standards
- Team Selection Strategy – Internal & External

Project Parameters



- **Site Description:** physical characteristics, vacant vs. occupied
- **Capital Improvement Needs:** interior, core and shell, infrastructure requirements
- **Ownership Structure:** own, lease
- **Description of Proposed Use:** administrative, dental, lab, clinical
- **Staffing Requirements:** number of staff
- **Preliminary Timeline & Milestones:** key dates, triggers, estimated schedule

Space & Construction Summary



<u>Site & Location</u>	<u>Floors Involved</u>	<u>Functional Areas Involved</u>	<u>Function Gross SF</u>	<u>Space reconfiguration or infrastructure upgrades</u>
I. BMS @ Ashford Street 650 Ashford Street, Brooklyn NY 11207	Basement	Staff lounge, Soiled Utility, MIS/Phone Closet; & Physical Therapy	3,835	Space reconfiguration
	1st floor	Patient Waiting Area, Reception/Registration, Administration, Pediatrics. Ob/GYN, Clean Utility, Nurse's station, Social services	3,835	Space reconfiguration
	2nd floor	Patient Waiting area, Reception/Registration, Administration, Adult Medicine, Dental, Medical Records, and Lab	3,835	Space reconfiguration
Totals BMS @ Ashford Street:	3		11,505	
II. BMS Dental @ Genesis 330 Hinsdale Street, Brooklyn, NY 11207	Ground floor	Patient Waiting Area, Reception/Registration, Routine Dentistry, Oral Surgery, Dental Records, Clean Utility, Staff Lounge, Soiled Utility	1,883	Space reconfiguration
	Basement	MIS/Phone Room, Compressor Room	334	Space reconfiguration
Totals BMS Dental @ Genesis:	2		2,217	
III. BMS Main, 592 Rockaway Avenue, Brooklyn NY 1112	Basement	Medical Records, Purchasing/Supply renovations & upgrade	974	Space reconfiguration & Infrastructure Upgrade
	1st floor	Adult Medicine, patient Waiting Area, Reception/Registration, Medical Records, Bathroom renovations & upgrade	4,658	Space reconfiguration & Infrastructure Upgrade
	2nd floor	Social Services, Administration, Ob/GYN, MIS/IT Support	3,725	Space reconfiguration & Infrastructure Upgrade
Totals BMS Main:	3		9,357	
PROJECT TOTAL	8		23,079	

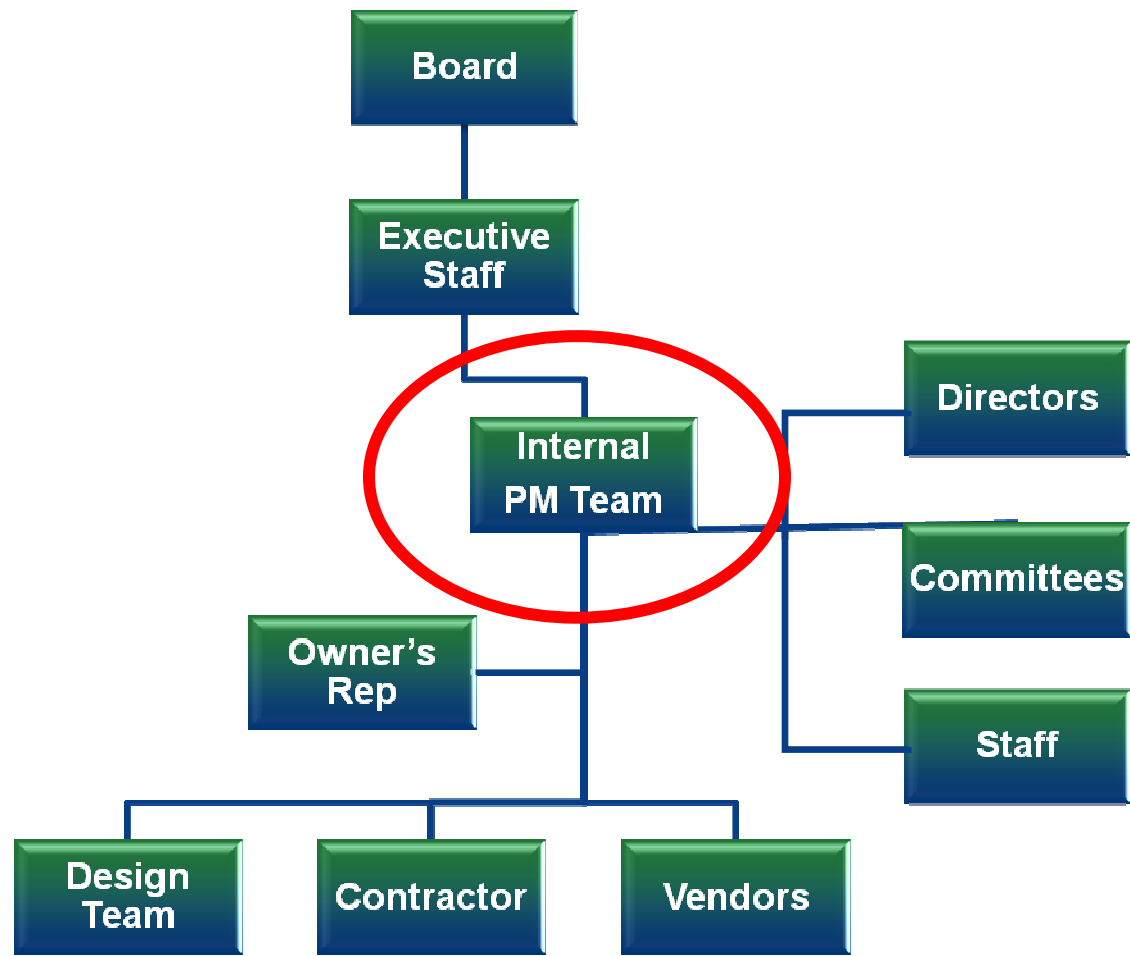
Planning for Project Staffing



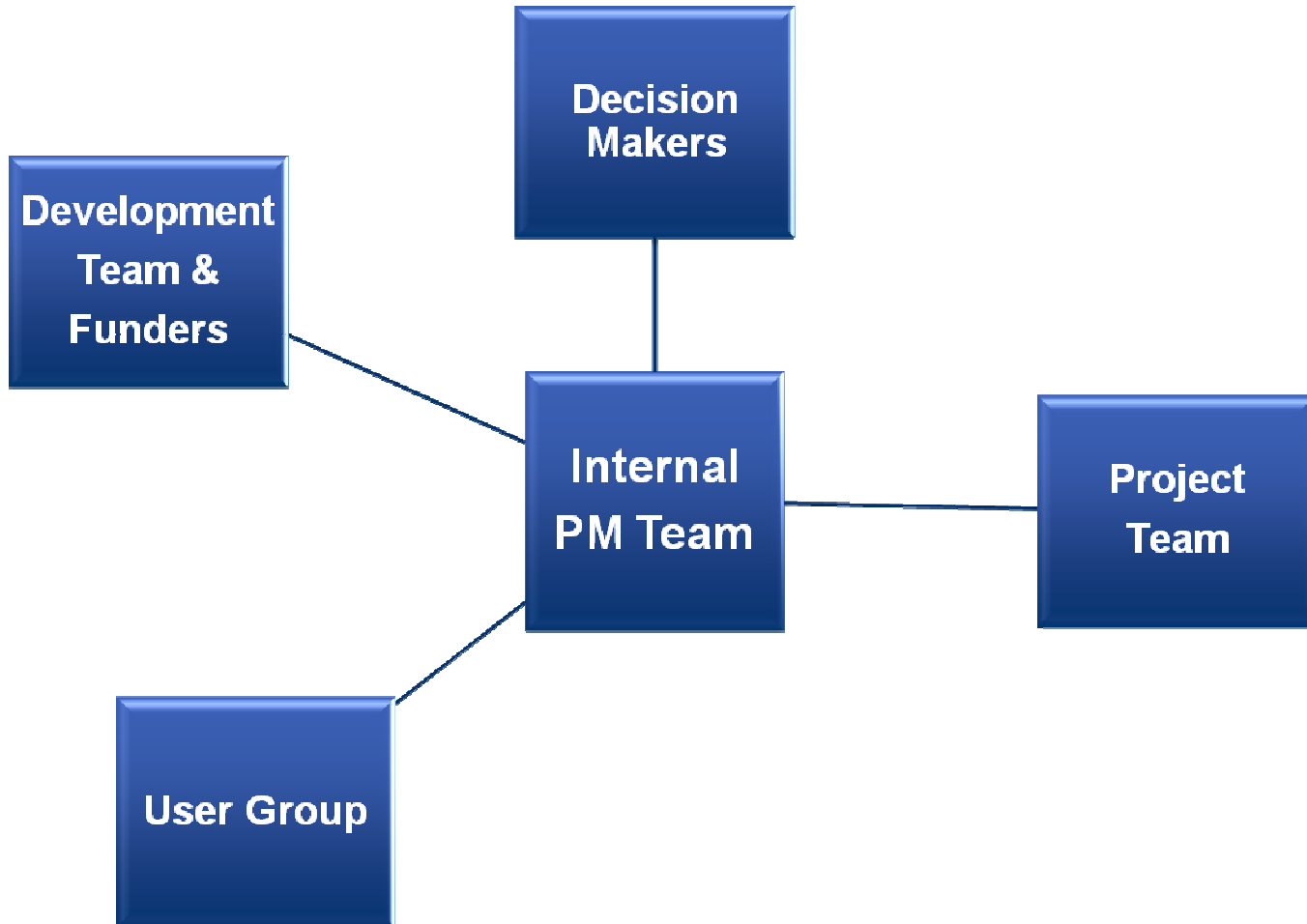
Balancing Internal vs. External Resources

- Capacity (both staff and consultants)
- Division of roles and reporting
- Efficient decision-making
- Continuity in project management

Typical Project Org Chart



Basic Relationships

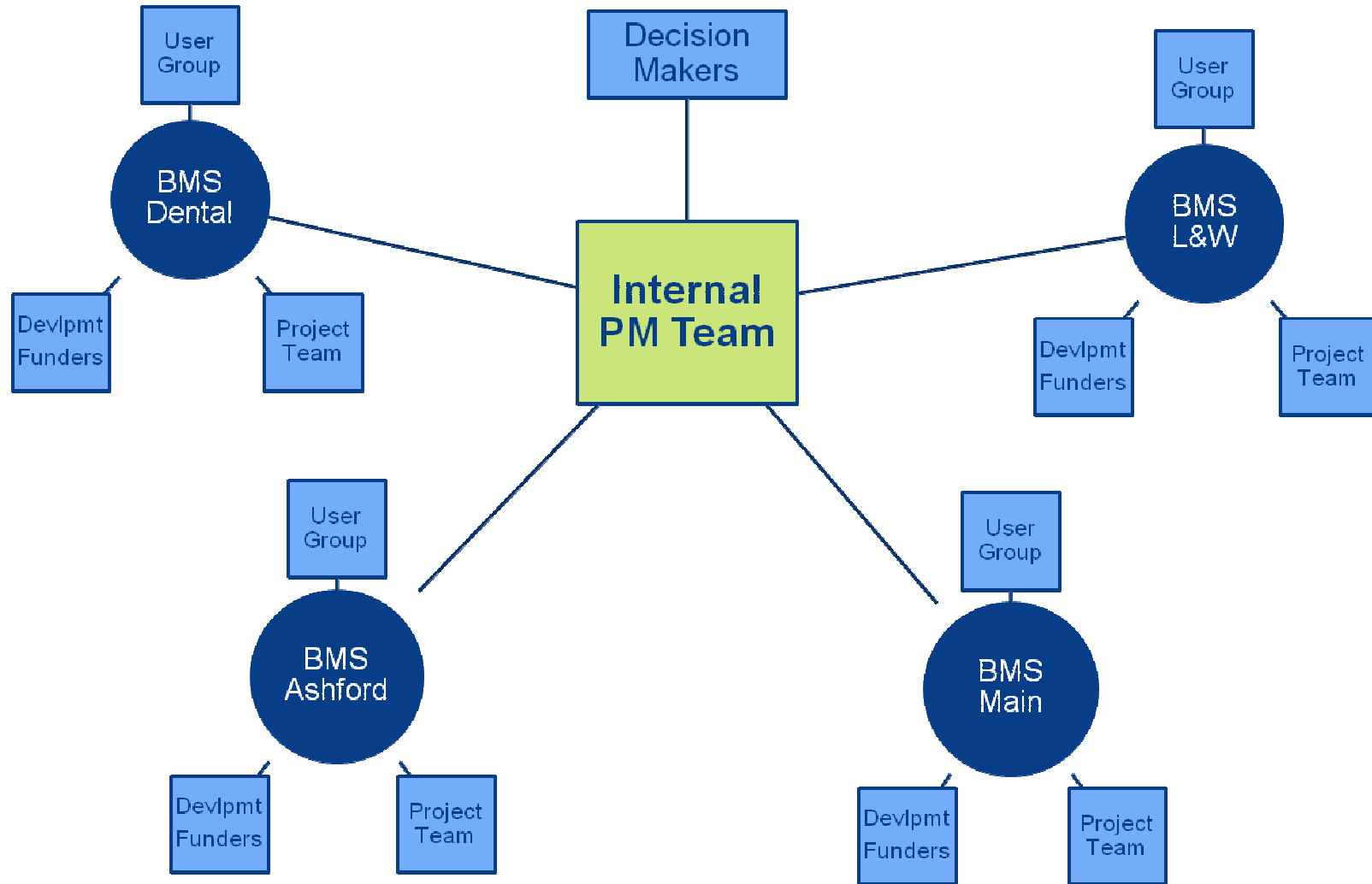


Project Teams



<u>Title</u>	BMS Dental @ Genesis	BMS Main Renovations	BMS@Ashford	BMS LWC
AFO	X	X	X	X
COO	X	X	X	X
Credentialing Associate	X		X	
Dental Practice Mgr	X		X	
Dental Director	X		X	
Development Assistant	X	X	X	X
Dir. Development & Marketing	X	X	X	X
Dir., HIS	X		X	
Dir. HR	X	X	X	X
Dir. Nursing		X	X	
Dir. Patient Accounts & Prov. Svcs	X	X	X	X
Dir. Social Services		X	X	
Dir. WIC Services			X	
Env. Svcs. Mgr.	X	X	X	X
Fund Developer	X	X	X	X
IT Manager	X	X	X	X
Lead Clinician, Adult Medicine		X	X	
Lead Clinician, OB/GYN		X	X	
Lead Clinician, Pediatrics			X	
Lead Nurse, OB/GYN		X	X	
Med. Dir.	X	X	X	
Mgr, Patient Relations & Outreach	X	X	X	X
Mgr., Medical Records/Privacy Officer	X		X	
Patient Accounts Supervisor	X	X	X	X
Physical Therapist			X	
Purchasing Associate	X	X	X	X
Sr. Proj Mgr/Fund Developer	X	X	X	X
Site Administrator	X	X	X	
CONSTRUCTION TEAM				
Project Architect	Horace Harris & Associates, AIA	Gertler & Wente Architects	Gertler & Wente Architects	Horace Harris & Associates
Project Construction Mgr/ Owner's Rep	Denham Wolf	Denham Wolf	MCCG	MCCG
Project General Contractor	Constructomics, LLC	Empire General Contracting	DNP Builders	TBD

Model for Efficiency & Continuity



Capital Funding & Financing



Considerations:

- How much do we need?
- How do we get the best possible estimate during the planning phase?
- What do we do if there is a gap?
- What's it going to take to juggle multiple funding sources?

Funding Criteria



Considerations:

- Timing required to get to disbursement and type of disbursement
- Closing requirements/hurdles: What vendor contracts need to be in place prior to closing?
- Impact to Owner-Vendor contracts: insurance requirements, labor/ wage requirements, bidding
- Reporting required during project implementation

Managing Sources



Sources of Funds	BMS Dental @ Genesis	BMS Main Renovations	BMS@Ashford	BMS LWC
Federal Funding	X	X		X
Foundations	X		X	
New York State Funding	X	X	X	X
New York City Funding	X		X	
Private Corporations	X	X	X	X
Financing Sources	X		X	
Total Number of Sources	9	8	6	4

Multiple funding sources with funds that support multiple sites



Standardizing Management Tools



- **Project Schedules**
- **Budget management**
 - Budgets
 - Sources & Uses
 - Cash flow projections
 - Invoice approvals
 - Change order logs
- **Selection process**
 - RFP Process
 - AIA Contracts (with counsel)
- **Reporting tools**
 - Monthly executive staff reports
 - Funders and lenders
 - FTE`s, photos, insurance
- **Meeting minutes**

Meetings & Communication



Planning

- Internal PM Team
- Owner's Rep
- Community Rep

Design

- Internal PM Team
- Owner's Rep
- Architect
- End Users

Construction

- Internal PM Team
- Owner's Rep
- Design Team
- Contractor
- Operations* Committee
- Vendors
- * Un-going Planning

Meetings & Communication



Weekly/Bi-Weekly Process:

- Coupling project meetings
- Clearly defined roles
- Setting the agenda
- Minutes
 - Decisions made
 - Issues list and agenda
 - Follow-ups: responsibility and due date

Preliminary Project Timelines



Project Activity & Milestone	Year 1 - Construction & Renovation				Year 2 Construction & Start-up			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
BMS ASHFORD								
Project Understanding & Schematic Design	Light Blue							
Funding & Financing	Orange	Orange						
CON & DOH Approval	Light Blue	Light Blue						
Design & Construction		Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue		
Occupancy & Project Close-out						Light Blue	Light Blue	Light Blue
BMS Dental @ Genesis								
Project Understanding & Schematic Design	Light Blue							
Funding & Financing	Orange	Orange						
CON & DOH Approval	Light Blue	Light Blue						
Design & Construction			Dark Blue	Dark Blue				
Occupancy & Project Close-out				Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
BMS Main								
Project Understanding & Schematic Design	Light Blue							
Funding & Financing	Orange	Orange						
DOH Approval & Drawings	Light Blue	Light Blue						
Design & Construction		Dark Blue	Dark Blue	Dark Blue				
Occupancy & Project Close-out				Light Blue	Light Blue	Light Blue	Light Blue	Light Blue

Capitalizing on Opportunities



Design

- Finishes, air and light, millwork
- Signage and branding
- Centralized maintenance: lighting, fixtures, keying
- Moveable equipment & furniture

Rules & Regulations

- NYSDOH rules
- NYCDOB & NYC Fire Department
- Utility-provider issues
- Community relations issues

Vendors

- Bundling purchases
- Moveable equipment
- Furniture
- IT cabling
- Networking equipment
- Signage
- Nurse call
- Security
- Fire alarm
- Mechanical equipment
- Elevator maintenance
- Movers

Impacts on the Organization



Staffing

- Increased duties
- Adjustments to job requirements/recruitment
- Required outsourcing
- Developed new relationships
- Boosts confidence in organization and its administrative staff

Operations

- Opportunity to revisit operational policy and procedures
- Opportunity to revisit unit configurations
- Increased use of communications technology
- Opportunity to revisit how we do business, including mobile communicating
- Reconnected with patients
- Strengthened community relations
- Developed new vendor relations