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HEALTH FACILITIES &
SERVICES REVIEW BOARD

April 8, 2014

Ms. Courtney Avery
Administrator
Illinois Health Facilities and Services Review Board
525 West Jefferson Street – 2nd Floor
Springfield, Illinois 62761

**RE: CON Permit Application Modification
Replacement Facility Construction Permit
Northwestern Lake Forest Hospital (NLFH)**

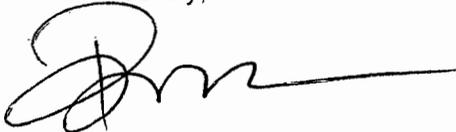
Dear Ms. Avery:

Enclosed please find NLFH's modification of CON #14-006. The proposed modification increases the total BGSF of the proposed replacement facility by 2.96%. The total project cost remains the same. According to Section 1130.650, this type of modification is considered a Type B Modification.

The pages of the original application that were affected by this change are included in this submittal with the changes highlighted in yellow. Also included is a flash drive with updated architectural drawings.

If you have any questions/comments, please feel to contact me at (312) 926-8650.

Sincerely,



Bridget S. Orth
Director
Regulatory Facility Planning

enclosures

The Central Plant will connect to the hospital via underground piping for the steam, condensate return, heating water supply and return piping, chilled water supply and return piping, and electrical utility duct banks.

Of the total amount, \$10,950,704 is the clinical Off Site Work cost.

Line 5 – New Construction Contracts – (\$192,959,845) – this includes:

- All construction contracts/costs to complete the Project. Includes group I fixed equipment and contractor's overhead and profit.

Of the total amount, \$108,058,944 is the clinical New Construction cost.

Line 7 – Contingencies - (\$19,295,985) – this includes:

- Allowance for unforeseen new construction costs

Of the total amount, \$10,805,894 is the clinical Contingency cost.

The total clinical BGSF of the proposed project is 256,715. New Construction cost plus contingencies for this space equates to \$463.02/clinical BGSF.

When determining the reasonableness of the clinical construction and contingency costs, NLFH applied the Cost Complexity Ratios found in Section 1120.APPENDIX A:

Service Area/Department	Complexity Ratio
Medical/Surgical	1.0738
ICU	1.2700
Obstetrics	1.0738
Birthplace	1.4826
Special Care Nursery	1.4052
Clinical Decision Unit	1.0738
Emergency Department	1.1472
Interventional Procedures	1.2959
Prep and Recovery	1.5163
Outpatient Services	1.0252
Diagnostic Imaging – IP/OP/ED	1.2959
IP Rehabilitative Services	0.8535
Imaging – Women's Health	1.2959
Neurology	0.8776
Cardiac Pulmonary Rehabilitation	0.7983
Non-Invasive Cardio Diagnostics	0.8776
Cancer Center	1.2959
Wound Care	1.0252

Line 8 – Architectural / Engineering Fees – (\$10,435,330) – this includes:

Construction Document Phase Services:

- Provide proposed Reconciled Statement of Probable Construction Cost
- Provide drawings and specifications

Cost Space Requirements

Department	Cost	Departmental Gross Square Feet		Building Gross Square Feet		Amount of Proposed Total Building Gross Square Feet That Is:			
		Existing DGSF	Proposed DGSF	Floor Gross Factor	Proposed BGSF	New Const.	Modernized	As Is	Vacated Space
CLINICAL									
Medical/Surgical	\$ 25,741,114	*	55,650	1.225	68,183	68,183			
ICU	\$ 4,919,468	*	9,381	1.216	11,411	11,411			
Obstetrics	\$ 7,348,213	*	15,244	1.232	18,776	18,776			
Birthplace	\$ 7,055,670	*	11,573	1.216	14,077	14,077			
Special Care Nursery	\$ 1,977,700	*	3,430	1.216	4,172	4,172			
Clinical Decision Unit	\$ 1,761,479	*	3,861	1.233	4,763	4,763			
Emergency Department	\$ 6,039,588	*	12,289	1.233	15,158	15,158			
Interventional Procedures (Surgery, Cardiac Cath, IR)	\$ 19,194,157	*	33,700	1.233	41,568	41,568			
Prep and Recovery	\$ 11,170,213	*	17,518	1.233	21,608	21,608			
Diagnostic Imaging - IP/OP/ED	\$ 7,700,832	*	14,857	1.233	18,326	18,326			
Outpatient Services	\$ 1,080,994	*	2,506	1.233	3,091	3,091			
IP Rehabilitative Services	\$ 150,776	*	397	1.232	489	489			
Cancer Center	\$ 5,838,605	*	10,656	1.233	13,144	13,144			
Imaging - Women's Health	\$ 3,753,474	*	6,880	1.233	8,486	8,486			
Cardiac Pulmonary Rehabilitation	\$ 2,084,992	*	5,376	1.233	6,631	6,631			
Non-Invasive Cardio Diagnostics	\$ 1,125,139	*	2,901	1.233	3,578	3,578			
Wound Care	\$ 938,942	*	2,172	1.233	2,679	2,679			
Neurology	\$ 177,587	*	472	1.216	574	574			
Clinical Subtotal =	\$ 108,058,944		208,863	1.229	256,715	256,715	0	0	0
NON-CLINICAL									
Physician Office Space	\$ 22,713,876	*	59,701	1.226	73,171	73,171			
Pharmacy	\$ 1,709,453	*	2,275	1.338	3,043	3,043			
Laboratory	\$ 3,201,255	*	4,731	1.338	6,329	6,329			
Engineering	\$ 943,441	*	2,286	1.338	3,058	3,058			
Central Sterile Processing	\$ 3,167,398	*	4,202	1.338	5,621	5,621			
Materials Management/Loading Dock	\$ 1,593,065	*	3,477	1.338	4,651	4,651			
Environmental Services	\$ 1,012,026	*	2,263	1.319	2,985	2,985			
Central Distribution	\$ 290,434	*	755	1.338	1,010	1,010			
Administration	\$ 9,056,847	*	23,833	1.229	29,287	29,287			
Conference Center	\$ 3,984,175	*	7,405	1.233	9,134	9,134			
Conference / Education space	\$ 1,408,880	*	2,835	1.226	3,477	3,477			
Dietary	\$ 7,102,610	*	11,413	1.338	15,268	15,268			
Biomedical Support	\$ 497,012	*	989	1.338	1,323	1,323			
Public/Lobby	\$ 4,074,420	*	7,461	1.233	9,203	9,203			
Retail	\$ 1,109,459	*	2,860	1.233	3,528	3,528			
Staff Lockers/Lounges	\$ 1,285,710	*	3,042	1.222	3,718	3,718			
Reception/Waiting/Public Toilets	\$ 5,891,181	*	14,293	1.229	17,561	17,561			
MEP Systems	\$ 12,354,417	*	16,881	1.338	22,583	22,583			
Chapel	\$ 335,881	*	925	1.234	1,141	1,141			
On-Call Center	\$ 1,113,768	*	3,556	1.270	4,516	4,516			
Storage	\$ 90,624	*	238	1.338	318	318			
Ambulance Garage	\$ 1,964,970	*	4,756	1.233	5,866	5,866			
Non-Clinical Subtotal =	\$ 84,900,902		180,177	1.259	226,793	226,793	0	0	0
TOTAL =	\$ 192,959,845		389,040	1.243	483,508	483,508	0	0	0
OTHER									
Preplanning Costs									
Site Survey & Soil Investigation Fees	\$ 135,750								
Site Preparation	\$ 11,020,000								
Off-Site Work	\$ 20,290,892								
Contingencies	\$ 19,295,985								
A/E Fees	\$ 10,435,330								
Consulting & Other Fees	\$ 14,571,364								
Movable or other Equipment	\$ 52,046,544								
Bond Issuance Expense	\$ 4,137,000								
Net Interest Expense During Construction	\$ 15,180,000								
Other Costs To Be Capitalized	\$ 37,914,185								
Other Subtotal =	\$ 185,027,050								
GRAND TOTAL =	\$ 377,986,895								

* The proposed project is new construction and therefore does not have any existing departments.

Sustainability/Green Design

Northwestern Memorial HealthCare (NMHC) has set clear and concise facility and site performance standards for all NMHC projects including Northwestern Lake Forest Hospital. NMHC projects will meet USGBC LEED Silver requirements, ASHREA 189.1 standards, and utilize EnergyStar equipment to meet our corporate-social responsibility to design, build and operate sustainable/green facilities and sites within the NMHC System.

USGBC Leadership in Energy and Environmental Design (LEED)

The goal of the NLFH project is to achieve US Green Building Council LEED Silver Certification. LEED addresses sustainable design issues such as:

- Site design features
- Water consumption
- Energy efficiency
- Envelope design
- Natural and electrical lighting approach
- Material and finish selection
- Healthy environment

ASHAE Standard 189.1

The American Society of Heating and Air-Conditioning Engineers (ASHAE) Standard 189.1 provides a total building sustainability standard for the design, construction and operations of green buildings. From site location to energy use to recycling, this standard used for NLFH sets the foundation for green buildings by addressing site sustainability, water use efficiency, energy efficiency, indoor environmental quality, and the building's impact on the atmosphere, materials and resources. ASHAE Standard 189.1 serves as a compliance option in the 2012 International Green Construction Code™ (IgCC), which has not yet been adopted by the State of Illinois.

ENERGY STAR

A U.S. Environmental Protection Agency (EPA) voluntary program, the ENERGY STAR program has been instrumental in reducing a significant amount of greenhouse gas (GHG) emission. As part of a comprehensive Northwestern Medicine System-wide program to address the challenges of climate change, and in an effort to achieve reduced carbon emissions generated by facility heating, cooling, and other equipment, the project will select ENERGY STAR certified equipment.

Total Building Size

The proposed project has 208,863 DGSF of clinical space and 180,177 DGSF of non-clinical space. The project has a departmental to building gross square footage ratio of 1.24. The project has a total of 483,508 BGSF.

Comparison of Space to Cost Standard

Square footage for the Diagnostic Imaging Department is 14,857 DGSF.
Components and space standards used are as follows:

DIAGNOSTIC IMAGING	DGSF
Diagnostic Imaging Department, as designed	14,857
2 CT rooms	
2 MRI rooms	
4 X-Ray rooms	
2 Ultrasound rooms	
1 CV Holter/EKG room	
2 Nuclear Medicine rooms	
State Standards	
2 CT units, 1,800 dgsf/unit	3,600
2 MRI unit, 1,800 dgsf/unit	3,600
4 General Radiography units, 1,300 dgsf/unit	5,200
2 Ultrasound units, 900 dgsf/unit	1,800
1 EKG room, no standard – assume 800 dgsf/Ambulatory Care room	800
2 Nuclear Medicine units, 1,600 dgsf/unit	3,200
	<hr/>
	18,200
Amount of difference	(3,343)

The Diagnostic Imaging Department falls within the State standard for department size.

SIZE OF PROJECT				
DEPARTMENT	PROPOSED DGSF	STATE STANDARD	DIFFERENCE	MET STANDARD?
Medical/Surgical	55,650	55,440	210	No
ICU	9,381	8,220	1,161	No
Obstetrics	15,244	13,800	1,444	No
Birthplace	11,573	12,150	(577)	Yes
Special Care Nursery	3,430	960	2,470	No
Clinical Decision Unit	3,861	No Standard	N/A	N/A
Emergency Department	12,289	14,400	(2,111)	Yes
Interventional Procedures	33,700	34,580	(880)	Yes
Prep & Recovery	17,518	18,800	(1,282)	Yes
Diagnostic Imaging – OP/IP/ED	14,857	18,200	(3,343)	Yes
Outpatient Services	2,506	6,400	(3,894)	Yes
IP Rehab Services	397	800	(403)	Yes
Cancer Center	10,656	10,690	(34)	Yes
Diagnostic Imaging – Women's	6,880	8,100	(1,220)	Yes
Cardio/Pulmonary Rehabilitation	5,376	No Standard	N/A	N/A
Non-Invasive Cardio Diagnostics	2,901	4,800	(1,899)	Yes
Wound Care	2,172	4,000	(1,828)	Yes
Neurology	472	1,600	(1,128)	Yes

Phlebotomists will be deployed throughout the facility to retrieve specimens. Outpatients will have their blood draws done in the outpatient areas of the hospital, while inpatient blood draws will be done at the bedside by phlebotomists.

The Laboratory area of the proposed project totals 4,731 DGSF.

Engineering

Engineering is responsible for preventative, routine, and emergency maintenance of the building, grounds, and limited equipment. Specialty areas include HVAC, finish replacement/upgrade, locksmith, and electrical. Grounds keeping are outsourced.

Engineering will be co-located with other support services on the lower level of the hospital along the service spine. This provides efficiencies through sharing staff support spaces such as lounges, locker rooms, and toilet rooms as well as places engineering near the main mechanical, electrical, and plumbing areas of the building. Engineers will move throughout the facility to complete work orders in other areas using back of house corridors and elevators.

The engineering shop will act as a home base for receiving work orders and work carts for engineers out on the floors. The shop will include work benches for specific services (general maintenance, electrical, upholstery and HVAC) as well as storage for additional stock and replacement parts.

The Engineering area of the proposed project totals 2,286 DGSF.

Central Sterile Processing

The Central Sterile Processing department will be strategically located immediately below the Operating Rooms to provide direct access for outgoing sterile instruments and supplies and for incoming soiled instruments. This location also provides convenient vendor access from the loading dock and vendor parking areas located on the same floor level. An internal clean elevator will connect the sterile storage/case cart picking area in Central Sterile Processing to the central sterile core above. Post-procedure dirty case carts will have waste off-loaded in the Soiled Holding room that is located at the edge of the semi-restricted surgical suite and then will have instruments delivered to the CSP decontamination area via a dedicated dirty elevator. All deliveries, both ways will be discreet and off-stage.

Central Sterile Processing will serve the Operating Rooms, Emergency Department, and Birthplace Unit from a central, off-stage location. All instrument deliveries will be made off-stage through a dedicated staff/patient/materials transport corridor and elevator network.

The Decontamination area will consist of an automated cart washer, 2 sink work stations, 1 ultrasonic cleaner and 3 washer decontamination units. Included in the Prep and Pack area will be 5 modular prep and pack work stations, an automated scope washer, plasma sterilizers and steam sterilization units. A central sterile instrument and consumables storage area completes the layout along with a convenient case cart staging area. The placement and layout of each area is designed to support progressive and efficient work flows.

Central sterile staff lockers are combined with the Interventional area lockers located on the floor above. An ante room with additional PPE will be located at the entrance into the clean

area to support supplemental staff needs. Central sterile staff will access break and conference rooms through shared spaces located at central, common areas also located on the lower level.

Administrative space is provided within the department for direct management of the area.

The Central Sterile Processing area of the proposed project is 4,202 DGSF.

Materials Management/Loading Dock

The Materials Management Department will be responsible for purchasing, shipping and receiving, inventory control, and distribution services for the new facility.

A Just-In-Time supply replenishment system will be implemented. Linen will be provided on exchange carts using an off-site commercial laundry for processing. Waste management is also incorporated into this function.

Materials Management will be co-located with other support services on the lower level of the hospital along the service spine. This provides efficiencies through sharing staff support spaces such as lounges, locker rooms, and toilet rooms. Materials Management techs will move supplies throughout the facility using back of house corridors and elevators.

The loading dock includes space for pre-packed totes and carts that will move straight to the units. Items that will not be stocked on the units immediately will be placed in the central storeroom directly adjacent to the dock. The dock will be strictly for clean incoming goods such as supplies, foodstuff, and clean linen. There will be a separate exit for outgoing dirty items such as trash and soiled linen.

The Materials Management/Loading Dock areas of the proposed project total 3,477 DGSF.

Environmental Services

The Environmental Services Department (EVS) will operate 24/7 and is responsible for housekeeping services for both clinical and non-clinical areas, stocking areas with soap and paper products, sorting and stocking of clean linen, removal of soiled linen, removal of waste and recycling for disposal, and collection of pharmaceutical and bio-hazardous waste.

EVS will be co-located with other support services on the lower level of the hospital along the service spine. This provides efficiencies through sharing staff support spaces such as lounges, locker rooms, and toilet rooms. EVS staff will move throughout the facility using back of house corridors and elevators.

The main EVS department will provide storage for cleaning supplies, paper products, large equipment, and equipment not used on a regular basis. Housekeeping carts will be deployed to the units in standardized housekeeping closets located within each department.

Trash and linen chutes will also be integrated into the design of the hospital, connecting the EVS department in the lower level up through the platforms, all the way up into the bed areas. These chutes will allow a great deal of efficiency and ensure a hygienic workflow by eliminating travel of waste and soiled linens in the elevators, releasing further airborne pathogens into the hospital.

shared between male and female. Included in locker rooms will be separate male and female bathrooms with showers. A shared employee lounge will be in the vicinity of these amenities.

The Surgical Platform and C-Section rooms in Labor & Delivery will have unique "pass-through" style locker rooms programmed within their areas, because their staff is required to change into scrubs; these locker spaces will have a designated exit into the "sterile" zone of these areas to separate workflows and maintain proper infection control protocols.

The Staff Lockers/Lounges areas of the proposed project total 3,042 DGSF.

Reception/Waiting/Public Toilets

Public spaces will include reception/waiting areas and public toilets. These functions will be located at the entry point of each department in an effort to separate staff/patient and public flows. The main course of public circulation is oriented around the retention pond around which the hospital wraps, serving as a main spine to the facility.

Along this spine on the first floor are main points of reception and waiting which serve as entry portals to specific types of services: Outpatient Services, Surgical Procedures, Surgery, and Interventional Radiology. From the main entrance of the hospital, these entry portals are organized so the longer length of stay procedures are embedded in the hospital; therefore, the quick turnover services are located near the entrance and those which are longer are located further down the public circulation spine to provide privacy and less traffic for those waiting.

Each entry portal on the first floor of the hospital has an adjoining waiting space to accommodate families in a private manner, yet still remain accessible to the public functions of the facility as well as remain in close proximity to the patients.

On the inpatient units in the pavilions above the first floor, a public reception desk will be located just off the public elevator for direction into the patient units. This function serves as security as well as direction for proper way-finding and information. Public waiting spaces are located directly in front of the public elevator on the patient units, facing the retention pond as well as the surrounding nature of the site. These more open waiting spaces have direct access to a private, enclosed family waiting room, consult room for interaction/discussion with staff or physicians, public toilet room as well as conference/education spaces. Therefore, the public is ideally located in proximity to patients with access to public functions, all while enjoying a separated and private experience with views to nature and calming environment.

The Reception/Waiting/Public Toilets areas of the proposed project total 14,293 DGSF.

MEP Systems

Mechanical Central Plant and Distribution

The new facility will be served by a South Central Plant. The Central Plant will provide high pressure steam, 140 degree heating water, chilled water, and oxygen to the new facility. The Central Plant will house the high pressure steam boilers, dearators, condensing hot water boilers, chillers, cooling towers, and pumps, as well as the fuel oil storage tanks for the dual fuel boilers and for the emergency generators. The Central Plant will connect to the hospital via underground piping for the steam, condensate return, heating water supply and return piping, and chilled water supply and return piping. High pressure steam will be used for sterilization and for generating low pressure steam via a heat exchanger. 140 degree hot water will be used

Technology/Communication Systems

Multiple technology systems comprise the communications systems for the proposed new facility. These systems can be grouped into several broad categories:

- Facility systems (Fire Alarm, Building Management, etc.)
- Security Systems (Access Control, Video Surveillance, Duress Alarm, Emergency Intercom, Infant Security System, etc.)
- Network Systems (Telephone, Cable Support Systems, Wireless Data Systems, Distributed Antenna System for cell phones)
- Two-Way Radio Systems (Police, Fire, Ambulance)
- Video/Instructional Technology Systems (Master TV, PACS, Audio/Visual, Overhead Code Paging)
- Medical Systems (Nurse Call System, Medical Telemetry, etc.)
- Miscellaneous Systems (Localized Intercom, Emergency Phone System, Master Clock, Digital Signage, etc.)

The MEP Systems areas in the proposed facility total 16,881 DGSF.

Chapel/Pastoral Care

An ecumenical chapel will be provided in the new facility, designed as a flexible area meeting the physical requirements of all faith denominations. The chapel will be located on a public floor with convenient access for patients and their families, as well as staff. It will be open 24 hours/day. The space will be a sanctuary conveying spirituality, peace, reflection, and serenity. Access to natural light will be provided.

The hospital will employ a chaplain to provide spiritual support for patients and their family members. The chaplain will have an office. A private, quiet area will be created for consultations and confidential conversations.

The Chapel in the proposed project is 925 DGSF.

On-Call Center

An On-Call Center will be provided within the new facility and will consist of 12 sleeping rooms, shower facilities, lounge and exercise room. The purpose of this space is to provide physicians and residents with a place for respite while they are on-call while still allowing them to be proximate to patients and staff when needed.

Five of the rooms will be conveniently located in the lower level directly off a dedicated staff & physician entrance adjacent to physician parking and in direct connection to the "off-stage" corridor where they can travel easily to other sections of the hospital without entering the main workflow of the departments.

To supplement these 5 call rooms for physicians and residents across the hospital, 7 additional call rooms are included: 1 on the Level 1 for Anesthesia Services, 3 on Level 2 for Birthing Services and 3 on Level 3 for Neonatal & Pediatric Services. The call rooms will have shared toilet/showers and will be located within the limits of the units and adjacent to staff lounges.

The On-Call Center in the proposed project is 3,556 DGSF.

According to the 12/18/13 Update to Inventory of Hospital Services, the Part 1100 need assessment for Planning Area A-09 Lake County is:

BED CATEGORY	A-09 CALCULATED NEED / (EXCESS)	NLFH Proposed Change
Medical-Surgical/Pediatric	(120)	No change
Obstetric	(47)	-5
Intensive Care	3	+2

3. The proposed beds and services will meet Part 1100 utilization targets within two years after project completion

Historic utilization data and projections for Year 2019 (two years after estimated project completion) for bed and services are included in ATTACHMENT-20: Medical/Surgical, Obstetric, Pediatric and Intensive Care and ATTACHMENT-37: Clinical Service Areas Other than Categories of Service. Projected utilization levels for Year 2019 are consistent with State standards.

Criterion 1110.235(c) – Relationship to Previously Approved Master Design Projects

1. Schematic architectural plans for all construction approved in the master design permit

Schematic design plans are included at the end of this ATTACHMENT.

2. The estimated project cost for the proposed project approved in the master design permit

The estimated project cost for the proposed project is \$377,986,895.

3. An item by item comparison of the construction elements (i.e. site, number of buildings, number of floors, etc.) in the proposed project to the approved master design project

CONSTRUCTION ELEMENTS	Master Design Permit (#13-033)	Construction Permit
# of buildings	Not Specified	1
# of floors	Not Specified	3 (+ lower level)
Total BGSF	Not Specified	483,508

C. Reasonableness of Project and Related Costs

COST AND GROSS SQUARE FEET BY DEPARTMENT									
Department	A	B	C	D	E	F	G	H	Total Cost (G + H)
	Cost/Square Foot New	Mod.	BGSF New	Circ.*	BGSF Mod.	Circ.*	Const. \$ (A x C)	Mod. \$ (B x E)	
CLINICAL									
Medical/Surgical	\$ 377.53		68,183	22.5%			\$ 25,741,114		\$ 25,741,114
ICU	\$ 431.13		11,411	21.6%			\$ 4,919,468		\$ 4,919,468
Obstetrics	\$ 391.36		18,776	23.2%			\$ 7,348,213		\$ 7,348,213
Birthplace	\$ 501.22		14,077	21.6%			\$ 7,055,670		\$ 7,055,670
Special Care Nursery	\$ 474.03		4,172	21.6%			\$ 1,977,700		\$ 1,977,700
Clinical Decision Unit	\$ 369.86		4,763	23.3%			\$ 1,761,479		\$ 1,761,479
Emergency Department	\$ 398.43		15,158	23.3%			\$ 6,039,588		\$ 6,039,588
Interventional Procedures	\$ 461.75		41,568	23.3%			\$ 19,194,157		\$ 19,194,157
Prep and Recovery	\$ 516.94		21,608	23.3%			\$ 11,170,213		\$ 11,170,213
Diagnostic Imaging - IP/OP/ED	\$ 420.22		18,326	23.3%			\$ 7,700,832		\$ 7,700,832
Outpatient Services	\$ 349.71		3,091	23.3%			\$ 1,080,994		\$ 1,080,994
IP Rehabilitative Services	\$ 308.33		489	23.2%			\$ 150,776		\$ 150,776
Cancer Center	\$ 444.20		13,144	23.3%			\$ 5,838,605		\$ 5,838,605
Imaging - Women's Health	\$ 442.29		8,486	23.3%			\$ 3,753,474		\$ 3,753,474
Cardiac Pulmonary Rehab	\$ 314.42		6,631	23.3%			\$ 2,084,992		\$ 2,084,992
Non-Invasive Cardiac Diag.	\$ 314.43		3,578	23.3%			\$ 1,125,139		\$ 1,125,139
Wound Care	\$ 350.47		2,679	23.3%			\$ 938,942		\$ 938,942
Neurology	\$ 309.33		574	21.6%			\$ 177,587		\$ 177,587
Clinical Subtotal =	\$ 420.93		256,715	22.9%			\$ 108,058,944		\$ 108,058,944
NON-CLINICAL									
Physician Office Space	\$ 310.42		73,171	22.6%			\$ 22,713,876		\$ 22,713,876
Pharmacy	\$ 561.69		3,043	33.8%			\$ 1,709,453		\$ 1,709,453
Laboratory	\$ 505.81		6,329	33.8%			\$ 3,201,255		\$ 3,201,255
Engineering	\$ 308.50		3,058	33.8%			\$ 943,441		\$ 943,441
Central Sterile Supply	\$ 563.46		5,621	33.8%			\$ 3,167,398		\$ 3,167,398
Materials Management/Dock	\$ 342.49		4,651	33.8%			\$ 1,593,065		\$ 1,593,065
Environmental Services	\$ 339.03		2,985	31.9%			\$ 1,012,026		\$ 1,012,026
Central Distribution	\$ 287.56		1,010	33.8%			\$ 290,434		\$ 290,434
Administration	\$ 309.25		29,287	22.9%			\$ 9,056,847		\$ 9,056,847
Conference Center	\$ 436.20		9,134	23.3%			\$ 3,984,175		\$ 3,984,175
Conference / Education	\$ 405.26		3,477	22.6%			\$ 1,408,880		\$ 1,408,880
Dietary	\$ 465.20		15,268	33.8%			\$ 7,102,610		\$ 7,102,610
Biomedical Support	\$ 375.64		1,323	33.8%			\$ 497,012		\$ 497,012
Public/Lobby	\$ 442.73		9,203	23.3%			\$ 4,074,420		\$ 4,074,420
Retail	\$ 314.49		3,528	23.3%			\$ 1,109,459		\$ 1,109,459
Staff Lockers/Lounges	\$ 345.83		3,718	22.2%			\$ 1,285,710		\$ 1,285,710
Reception/Waiting/Public Toilets	\$ 335.47		17,561	22.9%			\$ 5,891,181		\$ 5,891,181
MEP Systems	\$ 547.07		22,583	33.8%			\$ 12,354,417		\$ 12,354,417
Chapel	\$ 294.37		1,141	23.4%			\$ 335,881		\$ 335,881
On-Call Center	\$ 246.62		4,516	27.0%			\$ 1,113,768		\$ 1,113,768
Storage	\$ 284.62		318	33.8%			\$ 90,624		\$ 90,624
Ambulance Garage	\$ 334.95		5,866	23.3%			\$ 1,964,970		\$ 1,964,970
Non-Clinical Subtotal =	\$ 374.35		226,793	25.9%			\$ 84,900,902		\$ 84,900,902
GRAND TOTAL =	\$ 399.08		483,508	24.3%			\$ 192,959,845		\$ 192,959,845