



**STRATEGIC PLANNING COMMITTEE**

**January 26, 2004**

**PALOMAR POMERADO HEALTH**



**PROJECT COST REVIEW**

**PALOMAR POMERADO HEALTH**

# **Project Cost Review**

## **BUDGET / COST RECONCILIATION**

### **Program (Gross Square Foot / Bed)**

- a. Account for full scope of services to be provided.**
- b. Account for programming standards / codes.**
- c. Account for planning criteria.**

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**PALOMAR POMERADO HEALTH**

# Project Cost Review

## Comparative Program Data and Benchmarks

Facility	# Beds	BGSF/ Bed
<b>Kaiser Permanente</b>		
- Panorama City Medical Center	218	1,910
- Template Hospital	274	2,087
- Santa Clara Medical Center	326	2,190
<b>Mills Peninsula</b>	243	2,016
<b>Santa Clara Valley Medical Center</b>	181	1,912
<b>Santa Monica UCLA Medical Center</b>	266	2,125
<b>PPH – Scheme A</b>	594	1,822

**PALOMAR POMERADO HEALTH**

# Project Cost Review

## Program Area per Bed Summary

<u>Function</u>	<u>Palomar Existing SF / Bed</u>	<u>Program Range SF / Bed</u>
Administration	62	90 to 95
Diagnostic & Treatment	280	385 to 430
Inpatient Services	413	700 to 780
<u>Support Services</u>	<u>88</u>	<u>190 to 210</u>
<b>Total Departmental GSF</b>	<b>843</b>	<b>1,365 1,515</b>
<b><u>Building Grossing</u></b>	<b><u>253</u></b>	<b><u>435 to 485</u></b>
<b>Total Building GSF</b>	<b>1,096</b>	<b>1,800 2,000</b>
*Actual Patient Room	90 SF	180 SF
*Actual Patient Room Module	166 SF	315 SF

**PALOMAR POMERADO HEALTH**

# **Project Cost Review**

## **BUDGET / COST RECONCILIATION**

### **Program (Gross Square Foot / Bed)**

- a. Account for full scope of services to be provided.**
- b. Account for programming standards / codes.**
- c. Account for planning criteria.**

### **Cost Structure (Project \$ / Bed)**

- a. Account for direct functional “bricks & mortar” costs.**
- b. Account for in-direct “bricks & mortar” costs.**
- c. Account for related “soft” costs.**
- d. Account for escalation of all costs.**

**PALOMAR POMERADO HEALTH**

# Project Cost Review

## Comparative Cost Data and Benchmarks

Facility	# Beds	BGSF/ Bed	Proj. \$/ Bed x \$1,000	Year
<b>Kaiser Permanente</b>				
- Panorama City Medical Center	218	1,910	\$ 912	2004
- Template Hospital	274	2,087	\$1,100	2006
- Santa Clara Medical Center	326	2,190	\$1,230	2006
Mills Peninsula	243	2,016	\$1,100	2003
Santa Clara Valley Medical Center	181	1,912	\$1,100	2003
Santa Monica UCLA Medical Center	266	2,125	\$ 960	2003
PPH – Scheme A	594	1,822	\$1,154	2006 - 11

**PALOMAR POMERADO HEALTH**

# Project Cost Review

## Review of Program & Cost History - Palomar

<u>Cost Component</u>	<u>\$ / Bed</u>	<u>SF / Bed</u>
New Hospital (Bed) Tower*	\$ 375,000	1,126
<u>\$ Escalation to 2007 @ 17%</u>	<u>\$ 64,000</u>	
<b>Subtotal</b>	<b>\$ 439,000</b>	

\* 2002 dollars with 25% Project Cost factor, and no Central Plant.

**PALOMAR POMERADO HEALTH**



# Project Cost Review

## Review of Program & Cost History - Palomar

<u>Cost Component</u>	<u>\$ / Bed</u>	<u>SF / Bed</u>
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<u>\$ Escalation to 2007 @ 17%</u>	<u>\$ 64,000</u>	
<b>Subtotal</b>	<b>\$ 439,000</b>	
<hr/>		
Expanded Diagnostic & Treatment	\$ 112,000	224
Expanded Support Services	\$ 168,000	385
<u>Healing Environment Criteria</u>	<u>\$ 68,000</u>	<u>135</u>
<b>Subtotal</b>	<b>\$ 348,000</b>	<b>724</b>
<b>Total New Hospital</b>	<b>\$ 787,000</b>	<b>1,870</b>

\* 2002 dollars with 25% Project Cost factor, and no Central Plant.

**PALOMAR POMERADO HEALTH**

# Project Cost Review

## Review of Program & Cost History - Palomar

<u>Cost Component</u>	<u>\$ / Bed</u>	<u>SF / Bed</u>
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<hr/>		
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<u>Healing Environment Criteria</u>	<u>\$ 68,000</u>	<u>135</u>
<b>Subtotal</b>	<b>\$ 348,000</b>	<b>724</b>
<b>Total New Hospital</b>	<b>\$ 787,000</b>	<b>1,870</b>
Medical Equipment @ 25%	\$ 197,000	
Central Plant	\$ 67,000	
Parking Structure	\$ 20,500	
<u>Site Development</u>	<u>\$ 38,000</u>	
<b>Total Project</b>	<b>\$1,109,000</b>	

\* 2002 dollars with 25% Project Cost factor, and no Central Plant.

**PALOMAR POMERADO HEALTH**

# Project Cost Review

## Comparative Schemes— 594 to 600 Total Beds

		A (Base)	A1	D2	D3 (New)	E (Benchmark)
PALOMAR	OSHPD Hospital	434 Beds	434 Beds	87 Beds	178 Beds	---
	Non-OSHPD Bldg.	---	94,000 BGSF	---	---	---
POMERADO	OSHPD Hospital	160 Beds	160 Beds	120 Beds	120 Beds	---
	Non-OSHPD Bldg.	---	---	---	---	---
NEW SITE	OSHPD Hospital	---	---	387 Beds	302 Beds	594 Beds
	Non-OSHPD Bldg.	---	---	115,000 BGSF	95,000 BGSF	96,000 BGSF
PROJECT COST *	Total	\$685.4 M	\$666.4 M	\$654.4 M	\$650.4 M	\$751.4 M
	Per Bed	\$1,153 M	\$1,121 M	\$1,101 M	\$1,084 M	\$1,265 M
	Compared to Base	---	(\$19 M)	(\$31 M)	(\$35 M)	+\$66 M
	Land	\$0	\$15 M	\$68 M	\$68 M	\$82 M
DATE COMPLETE	Palomar	2011	2011	2013	2011	---
	Pomerado	2009	2009	2009	2009	---
	New Site	---	---	2009	2009	2009
NOT INCLUDED		MOB \$	MOB \$	MOB \$	MOB \$	MOB \$

Note: \* Preliminary estimates based on input from Davis Langdon Adamson and Rudolph & Sletten

**PALOMAR POMERADO HEALTH**

# Project Cost Review – Budget to Estimated

<b>PALOMAR MEDICAL CENTER</b>			
	<b>2002 Budget</b>	<b>Current Estimate</b>	
<b>Comparative Data</b>			
Beds	465	434	
New Beds	379	347	
Beds Shelled	0	0	
BGSF/Bed	1,106	1,740	
New BGSF	341,100	582,000	
Remodel BGSF	0	98,000	
Exist BGSF	173,000	75,000	
New Parking	465	515	
<b>Construction</b>			
New Hospital	\$113,700,000	\$226,000,000	
Site Development	\$0	\$20,600,000	
Hospital Remodel	\$0	\$32,200,000	
Central Plant	\$22,320,000	\$33,900,000	
Parking	\$6,417,000	\$8,900,000	
Cost Adjustments	\$0	\$40,800,000	
	<u>\$142,437,000</u>		<u>\$362,400,000</u>
<b>Project</b>			
Contingency	\$11,370,000	included	
Equip. / Furn.	\$27,515,400	included	
Fixed Equip.	\$0	included	
Fees	\$12,507,000	included	
Admin. / Legal	\$6,253,500	included	
Reserve	<u>\$9,380,250</u>	<u>included</u>	
	\$67,026,150	47%	\$153,000,000 42%
Total Project	\$209,463,150	\$515,400,000	
Project Cost / SF	\$614	\$758	

**PALOMAR POMERADO HEALTH**

# Project Cost Review – Budget to Estimate

## POMERADO HOSPITAL

	2002 Budget	Current Estimate
<b>Comparative Data</b>		
Beds	160	160
New Beds	53	53
Beds Shelled	52	0
BGSF/Bed	1,803	2,044
New BGSF	127,500	166,000
Remodel BGSF	6,500	124,000
Exist BGSF	161,000	37,000
New Parking	150	240
<b>Construction</b>		
New Hospital	\$30,345,000	\$65,200,000
Site Development	\$3,034,500	\$4,700,000
Hospital Remodel	\$4,522,628	\$28,500,000
Central Plant	\$0	\$8,200,000
Parking	\$1,637,600	\$4,100,000
Cost Adjustments	\$0	\$6,300,000
	<u>\$39,539,728</u>	<u>\$117,000,000</u>
<b>Project</b>		
Contingency	\$3,034,500	included
Equip. / Furn.	\$6,827,625	included
Fixed Equip.	\$3,748,500	included
Fees	\$4,016,250	included
Admin. / Legal	\$2,008,125	included
Reserve	\$3,012,188	included
	<u>\$22,647,188</u>	<u>\$53,000,000</u>
	57%	45%
Total Project	\$62,186,916	\$170,000,000
Project Cost / SF	\$464	\$586

**PALOMAR POMERADO HEALTH**

# Project Cost Review – Budget to Estimate

## COMBINED PROJECT

	2002 Budget	Current Estimate
<b>Comparative Data</b>		
Beds	625	594
New Beds	432	400
Beds Shelled	52	0
BGSF/Bed	1,295	1,822
New BGSF	468,600	748,000
Remodel BGSF	6,500	222,000
Exist BGSF	334,000	112,000
New Parking	615	755
<b>Construction</b>		
New Hospital	\$144,045,000	\$291,200,000
Site Development	\$3,034,500	\$25,300,000
Hospital Remodel	\$4,522,628	\$60,700,000
Central Plant	\$22,320,000	\$42,100,000
Parking	\$8,054,600	\$13,000,000
Cost Adjustments	\$0	\$47,100,000
	<u>\$181,976,728</u>	<u>\$479,400,000</u>
<b>Project</b>		
Contingency	\$14,404,500	included
Equip. / Furn.	\$34,343,025	included
Fixed Equip.	\$3,748,500	included
Fees	\$16,523,250	included
Admin. / Legal	\$8,261,625	included
Reserve	\$12,392,438	included
	<u>\$89,673,338</u>	<u>206,000,000</u>
	49%	43%
Total Project	\$271,650,066	\$685,400,000
Project Cost/Bed	\$434,640	\$1,153,872
Project Cost / SF	\$572	\$707

**PALOMAR POMERADO HEALTH**



# **ALTERNATIVE SCHEMES**

**PALOMAR POMERADO HEALTH**

# Pomerado Hospital – Alternative Schemes

## Project Scope

### Full Service

- 16 ICU Beds
- 2015 Vol. for D&T
- Expanded ED
- Cath Lab.
- Maximized Re-Use
- Decant Non-OSHPD
- Psych @ Palomar

# Beds

123

New Const.

58,255 BGSF

Remodel Const.

73,885 BGSF

New Parking

240 Cars

Completion

9/2008 – 9/2009

Project Cost

\$76.9M

**PALOMAR POMERADO HEALTH**



# Pomerado Hospital – Alternative Schemes

## Project Scope

### Full Service

- 16 ICU Beds
- 2015 Vol. for D&T
- Expanded ED
- Cath Lab.
- Maximized Re-Use
- Decant Non-OSHDP
- Psych @ Palomar

### Full Service

- 16 ICU + 12 IMC Beds
- New M/S Beds
- All Beds Upgraded
- 2015 Vol. for D&T
- Expanded ED
- Cath Lab.
- Decant Non-OSHDP
- Psych @ Palomar

# Beds

123

139 (+60 Shelled)

New Const.

58,255 BGSF

187,075 BGSF

(Includes Shell)

Remodel Const.

73,885 BGSF

106,540 BGSF

New Parking

240 Cars

360 Cars

Completion

9/2008 – 9/2009

2/2009 – 2/2010

Project Cost

\$76.9M

\$164.8M

**PALOMAR POMERADO HEALTH**

# Pomerado Hospital – Alternative Schemes

Project Scope	Full Service	Full Service	Full Service
	<ul style="list-style-type: none"> <li>• 16 ICU Beds</li> <li>• 2015 Vol. for D&amp;T</li> <li>• Expanded ED</li> <li>• Cath Lab.</li> <li>• Maximized Re-Use</li> <li>• Decant Non-OSHDP</li> <li>• Psych @ Palomar</li> </ul>	<ul style="list-style-type: none"> <li>• 16 ICU + 12 IMC Beds</li> <li>• New M/S Beds</li> <li>• All Beds Upgraded</li> <li>• 2015 Vol. for D&amp;T</li> <li>• Expanded ED</li> <li>• Cath Lab.</li> <li>• Decant Non-OSHDP</li> <li>• Psych @ Palomar</li> </ul>	<ul style="list-style-type: none"> <li>• 16 ICU + 12 IMC Beds</li> <li>• New M/S Beds</li> <li>• All Beds Upgraded</li> <li>• 2015 Vol. for D&amp;T</li> <li>• Expanded ED</li> <li>• Cath Lab.</li> <li>• Decant Non-OSHDP</li> <li>• Psych @ Palomar</li> </ul>
# Beds	123	139 (+60 Shelled)	199
New Const.	58,255 BGSF	187,075 BGSF <small>(Includes Shell)</small>	221,355 BGSF
Remodel Const.	73,885 BGSF	106,540 BGSF	106,555 BGSF
New Parking	240 Cars	360 Cars	360 Cars
Completion	9/2008 – 9/2009	2/2009 – 2/2010	2/2009 – 2/2010
Project Cost	\$76.9M	\$164.8M	\$204.1M

**PALOMAR POMERADO HEALTH**

# Palomar Medical Center – Alternative Schemes

## Project Scope

### Full Service

(Replace McLeod,  
Adams & Plant)

- L&D / 48 PP Beds
- 12 Pediatrics
- 60 M/S
- 10 ICU
- Rehab./Psych. Beds

# Beds

186

New Const.

174,600 BGSF

Remodel Const.

45,000 BGSF

New Parking

360 Cars

Completion

3/2009 – 7/2011

Project Cost

\$197.1M

**PALOMAR POMERADO HEALTH**

# Palomar Medical Center – Alternative Schemes

## Project Scope

### Full Service

(Replace McLeod,  
Adams & Plant)

- L&D / 48 PP Beds
- 12 Pediatrics
- 60 M/S
- 10 ICU
- Rehab./Psych. Beds

### High Acuity / Specialized Care

(Replace McLeod, Adams & Plant)

- Trauma
- Heart / Vascular
- Neurosciences
- Orthopedics
- General Med./Surg.
- Women's / Children's Programs
- Rehab./Psych.

# Beds

186

434

New Const.

174,600 BGSF

582,290 BGSF

Remodel Const.

45,000 BGSF

98,025 BGSF

New Parking

360 Cars

515 Cars

Completion

3/2009 – 7/2011

3/2009 – 7/2011

Project Cost

\$197.1M

\$515M (\$495.5M if more land)

**PALOMAR POMERADO HEALTH**

# New Site Scheme

**Location**  
**Project Scope**

## High Acuity / Specialized Care

- Trauma
- Heart / Vascular
- Neurosciences
- Orthopedics
- General Med./Surg.

**# Beds**

**225**

**248**

**New Const.**

**435,829 BGSF**  
(Includes Non-OSHDP Bldg.)

**472,940 BGSF**  
(Includes Non-OSHDP Bldg.)

**Remodel Const.**

**None**

**None**

**New Parking**

**854 Cars**

**927 Cars**

**Completion**

**6/2009**

**6/2009**

**Project Cost**

**\$317.9M**

**\$345M**

**PALOMAR POMERADO HEALTH**

# Alternative System wide Schemes

	Palomar		Pomerado		New Site		Total	
	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>
<b>1</b>	186	\$197.1M	123	\$ 76.9M			309	\$274.0M

**PALOMAR POMERADO HEALTH**

# Alternative System wide Schemes

	Palomar		Pomerado		New Site		Total	
	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>
<b>1</b>	186	\$197.1M	123	\$ 76.9M			309	\$274.0M
<b>2 (A)</b>	434	\$515.0M	139 (60 Shelled)	\$164.8M			573 (60 Shelled)	\$679.8M

**PALOMAR POMERADO HEALTH**

# Alternative System wide Schemes

	Palomar		Pomerado		New Site		Total	
	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>
<b>1</b>	186	\$197.1M	123	\$ 76.9M			<b>309</b>	<b>\$274.0M</b>
<b>2 (A)</b>	434	\$515.0M	139 (60 Shelled)	\$164.8M			<b>573</b> (60 Shelled)	<b>\$679.8M</b>
<b>3</b>	186	\$197.1M	139 (60 Shelled)	\$164.8M	225	\$317.9M	<b>550</b> (60 Shelled)	<b>\$679.8M</b>

**PALOMAR POMERADO HEALTH**



# Alternative System wide Schemes

	Palomar		Pomerado		New Site		Total	
	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>	<i>Beds</i>	<i>Project \$</i>
<b>1</b>	186	\$197.1M	123	\$ 76.9M			<b>309</b>	<b>\$274.0M</b>
<b>2 (A)</b>	434	\$515.0M	139	\$164.8M			<b>573</b>	<b>\$679.8M</b>
			(60 Shelled)				(60 Shelled)	
<b>3</b>	186	\$197.1M	139	\$164.8M	225	\$317.9M	<b>550</b>	<b>\$679.8M</b>
			(60 Shelled)				(60 Shelled)	
<b>4</b>	186	\$197.1M	123	\$ 76.9M	248	\$345.0M	<b>573</b>	<b>\$619.0M</b>

**PALOMAR POMERADO HEALTH**

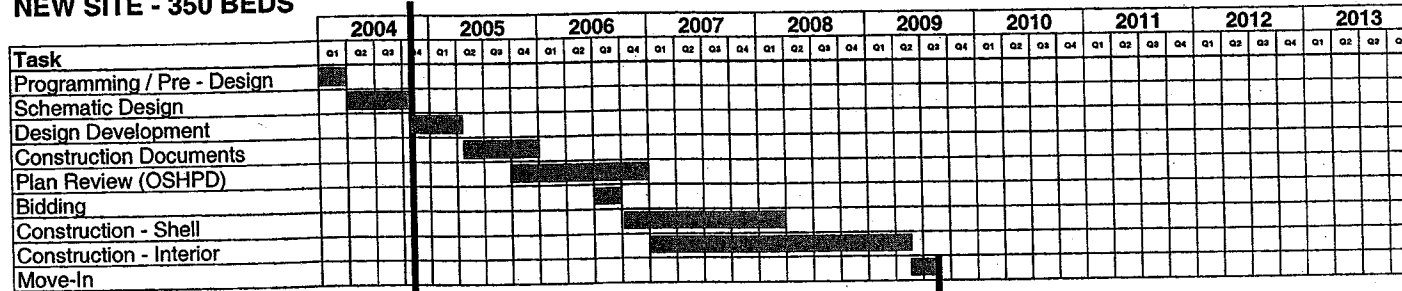
# Preferred Schemes

	Palomar		Pomerado		New Site		Total	
	Beds	Project \$	Beds	Project \$	Beds	Project \$	Beds	Project \$
<b>1</b>	186	\$197.1M	123	\$ 76.9M			<b>309</b>	<b>\$274.0M</b>
<b>2 (A)</b>	434	\$515.0M	139 (60 Shelled)	\$164.8M			<b>573</b> (60 Shelled)	<b>\$679.8M</b>
<b>3</b>	186	\$197.1M	139 (60 Shelled)	\$164.8M	225	\$317.9M	<b>550</b> (60 Shelled)	<b>\$679.8M</b>
<b>4</b>	186	\$197.1M	123	\$ 76.9M	248	\$345.0M	<b>573</b>	<b>\$619.0M</b>

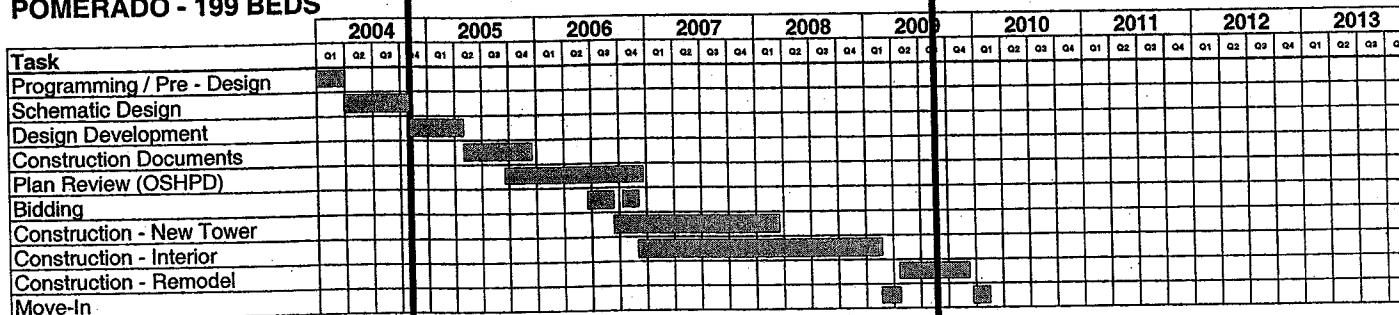
**PALOMAR POMERADO HEALTH**

# Preferred Scheme - Project Schedule

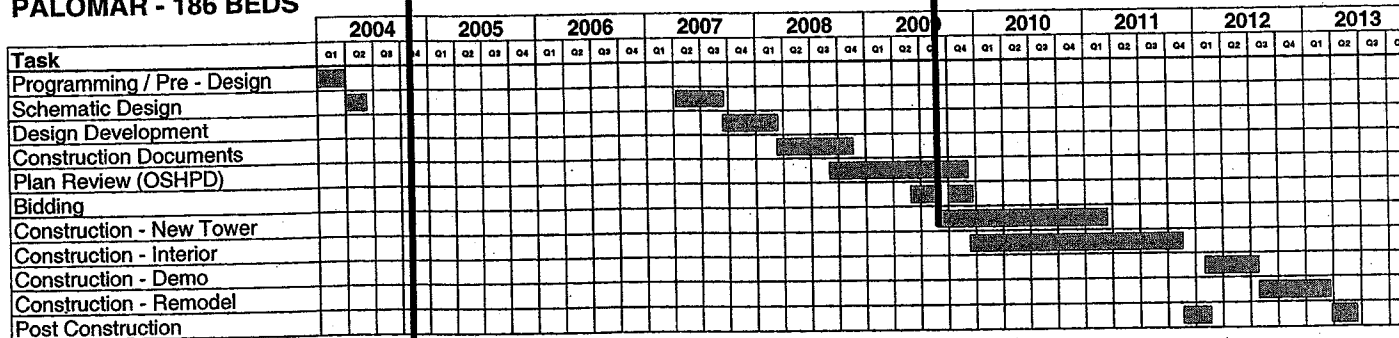
## NEW SITE - 350 BEDS



## POMERADO - 199 BEDS



## PALOMAR - 186 BEDS



**PALOMAR POMERADO HEALTH**

# Preferred Scheme

## KEY FINDINGS

### Comparatively:

- ✓ **Cost per bed is between \$1.0 to \$1.2 million.**
- ✓ **New Site completes construction 2 years earlier.**
- ✓ **New Site reduces disruption to current operations.**

**PALOMAR POMERADO HEALTH**

# Preferred Scheme

## KEY CHARACTERISTICS

### Provides:

- ✓ **Integration of clinical services.**
- ✓ **Flexible delivery of program and plan options.**
- ✓ **Room for future incremental growth at all campuses.**
- ✓ **Continuity of current services.**
- ✓ **Option for physicians to practice at location of preference.**

**PALOMAR POMERADO HEALTH**

# Preferred Scheme

## KEY CHARACTERISTICS

### Demonstrates:

- ✓ **Benefit to District voters through increased access to services.**
- ✓ **Commitment to local Government needs.**
- ✓ **Responsible utilization of existing assets.**

**PALOMAR POMERADO HEALTH**

# Project Schedule for 2004

	JAN				FEB				MAR				APR				MAY				JUNE				JULY				AUG				SEPT				OCT				NOV				DEC							
Task	4	11	18	25	1	8	15	22	29	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26

## PROGRAM & COST CONFIRMATION

Program Round 1					█																																																							
Program Fit Validation					█																																																							
Program Round 2									█																																																			
Program Round 3													█																																															
Program Approval																					●																																							
Pomerado Site Master Plan					█				█				█																																															
Cost Estimate													█																																															
Program / Cost Approval																									●																																			

## BOND PREPARATION

Concept Design													█																																																			
Promotional Material																	█																																															
Update City Officials					█				█																																																							
Prelim. Entitlements									█																																																							
Bond Promotion																									█				█				█				█				█				█				█				█											
Election Day																																																													●			

## PROJECT DESIGN

Schematic Design													█				█				█				█				█				█				█				█				█				█							
Land Identification					█				█				█				█				█				█				█				█				█				█				█				█				█			
Design Development																	█				█				█				█				█				█				█				█				█				█			

**PALOMAR POMERADO HEALTH**



## **PPH Vision Statement**

Palomar Pomerado Health will be the health system of choice for patients, physicians and employees, recognized nationally for the highest quality of clinical care and access to comprehensive services.

**PALOMAR POMERADO HEALTH**