

# Memorandum

## Maine Medical Center

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To: Members of the City of Portland Planning Board  
From: Jeff Sanders, Chief Operating Officer, MMC  
Date: September 25, 2018  
Re: Site Plan Application: Congress St Patient Care Building

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Maine Medical Center is pleased to submit this Level III Site Plan Application for the Congress St Patient Care building. This is the last of three site plan applications related to MMC's Short-Term Development plan outlined in the Institutional Development Plan approved by the Planning Board on September 26, 2017.

### INTRODUCTION

This is the third and final site plan submission in MMC's short-term expansion and modernization plan. It completes the project's overall mission of improving the experience of patients, staff and visitors to the hospital; developing MMC's presence on the urban edge of the campus and providing convenient, safe and predictable parking for staff and the community.

The site plan includes the removal of the Gilman Street garage, MMC's staff parking facility that has reached the end of its useful life. MMC will expand into that space with a building featuring 64 modern, private patient rooms and 19 procedure rooms. Re-orienting the campus toward Congress Street will help ongoing efforts to revitalize this important gateway to the city, furthering the goals of the community and the city of Portland's Comprehensive Plan.

MMC has worked closely with city staff, neighbors, and local businesses to make improvements in accessing the Bramhall campus while reducing traffic and parking challenges on neighboring streets. Work has been undertaken to design the Congress Street entrance in order to allow easy and convenient access to MMC while minimizing impact on existing pedestrian, bicycle, transit and vehicular traffic.

This 265,000-square-foot addition allows MMC to internally reorganize cardiac services within the hospital campus, which means timely, efficient access for patients and care teams and reduction of time and effort spent traveling through the hospital corridors. The 19 procedure rooms will align with industry best practices, providing adequate space to treat patients, ultimately improving the experience at MMC.

### PROJECT PURPOSE AND NEED

The entire MMC campus has grown in both size and complexity since it was built as Maine General Hospital in 1874. The growth has brought changes in both programmatic and infrastructure needs as it continues to serve patients and their families throughout the entire State of Maine and Northern New England. During the master facility planning process, MMC identified four key categories of need:

- Clinical
- Building
- Campus Reorganization
- Parking

The Congress St Patient Care building represents a significant step towards modernizing the facilities at Maine Medical Center. Over 50% of MMC's Bramhall campus is over 40 years old and 25% is 30 years old. The oldest part of campus, the East Wing of the Maine General Building, was built in 1874. The patient acuity at MMC is the highest in the State of Maine. MMC had an average Case Mix Index of 1.99 in 2017 while the average in the state was 1.23. Patient acuity and Case Mix Index are representations of how sick patients are at the hospital. Patients at MMC require advanced equipment, skilled care teams, and, most of all, private rooms to better facilitate their care and recovery.

The majority of MMC inpatient services are currently compressed into semi-private inpatient rooms. This creates a daily capacity challenge at MMC to manage the growing demand. The challenge is exacerbated by the need to close up to 60 beds per day due to patient condition, gender cohorting, maintenance, or staffing. The primary objective of the Congress St Patient Care building is to increase the number of private rooms and procedure rooms to better enable patient care.

Less than half of MMC's inpatient rooms are private today. MMC's private room ratio will be almost 80% once the expansion of the East Tower and construction of the Congress building is complete. The license bed count of 637 will remain the same. Significantly increasing the number of private rooms at MMC will improve the operational efficiency and patient and care giver experience.

## **CONSTRUCTION MANAGEMENT APPROACH**

Turner Construction is the construction manager for this project. Turner's success working in and around highly complex environments will directly contribute to the success and safety of this project.

The purpose of the construction management plan (CMP) submitted with this application is to provide the details of the second phase of construction for MMC's Master Facility Phase IIB. The CMP outlines Turner Construction's plan for controlling impacts from noise, vibrations, ground movement, truck traffic, and other construction related factors to the surrounding neighborhoods and buildings.

Maintaining normal campus operations, mitigating impacts to surrounding residences and businesses and maintaining public safety are high priorities during the construction phase. The CMP will be presented to the appropriate City and Neighborhood representatives. The City of Portland Planning Board will approve the final plan. It has been the goal of these programs to define the construction plan before construction begins. Turner's experience on projects with similar logistic constraints has proven that pre-planning and constant communication are necessary for a smooth efficiently run, incident free project.

It is Turner Construction's full intent to follow the guidelines set by the CMP.

Turner Construction and its subcontractors shall schedule and conduct operations in a manner that will control the disturbance to the public in areas adjacent to the work and to occupants of buildings in the vicinity.

## **DESIGN APPROACH**

The campus transformation of Maine Medical Center (MMC) draws its inspiration from its site, programmatic needs and most importantly, the desire to create a sense of place. Specifically, the Hospital will reflect its location within Portland and of Maine. Within this framework, the Hospital aims to preserve the historic character of the existing campus yet provide the opportunity for new identities to develop that represent the modern delivery of healthcare and the future of MMC.

MMC followed the Design Guidelines set in MMC's Institutional Development Plan (Pgs. 116-118). Other key design drivers and interventions envisioned for the MMC project balance the clinical needs of the hospital with the campus' place within the City of Portland. Included is a primary effort to improve the built environment of MMC's campus relationship with its urban context. This is achieved by focusing the new entrance towards Congress St to create an improved presence on the urban edge of the campus. This design improves the visitor and patient experience from arrival to the City all the way to entering the MMC buildings themselves. Providing a new entry on Congress St connects a campus entry directly to the existing and expanded visitor parking garage, simplifying the drop-off and parking sequence. This move creates a clear arrival sequence from drop-off, to parking, to movement through the MMC campus.

The inclusion of a new entry coupled with clear primary circulation along the ground level connects major interior programmatic functions with the site, further reinforcing the wayfinding and activating the building interior and exterior. Engaging Congress St with a sensitivity to human scale and experience will be the focus of the transition between exterior to interior including transitions from urban to natural environments. This approach extends to vertical connections, both physical and visual, to mitigate the large grade changes that exist on campus and with the surrounding sites. These interventions will provide a positive patient and visitor experience as well as enhance the neighborhood.

The creation of healing environments is an essential element to the design within the IOZ boundary. This will be achieved through the incorporation of access to and views of nature and natural daylight, which are proven to improve positive patient outcomes within a healthcare environment. Proper location and use of glass and transparency provides connections to the exterior to improve patient, visitor and staff experience but also to further reinforce wayfinding, and activate and energize the streetscape.

## **CONCLUSION**

We are excited about this project and the enhancements it will provide our patients, visitors and care teams. This project will improve MMC's ability to meet the needs of patients in our community by de-coupling semi-private rooms and providing adequate parking for patients and families. We look forward to reviewing the Site Plan Application for the Congress St patient care building with you.