

***Tolbert Medical Clinic
Anniston, Alabama***

Site Feasibility Study

Planning Assessment, Space Program & Site Test Fit Analysis

May 18, 2004

The objective of the Site Feasibility Study is two-fold:

- To develop an understanding of the current conditions and verify projected annual volume for the Tolbert Medical Clinic
- To develop a detailed analysis of the spatial and functional needs of the clinic and to identify the optimal site configuration to accomplish the goals of the space program

Vision for Clinic Development

The revitalization of the Anniston community is evidenced by the changes underway in the downtown area, championed by the driving forces behind 'The Spirit of Anniston' program.....there is visual presence of the pride of this Anniston community through the rebirth of this city center. A quote from the organization reflects the hearts and compassion of this community.....*"if downtown is the heart of a community, then it appears that Anniston has been on a health kick lately, and the results are beginning to show"*.

The vision for the Tolbert Medical Clinic is to develop a primary care practice setting to service the 14,000 Tolbert claimant community in the most cost effective manner, with primary focus of servicing the medical needs of the people.

Program Goals

1. Position the new Primary Care Clinic as a 'Gate-Keeper' of access to medical care for the Tolbert claimants
2. Develop a comprehensive total health management program for both adult and pediatric claimants
3. Provide the facilities to support community medical treatment and educational opportunities
4. Locate the clinic facilities at a central location accessible to all residents in Anniston
5. Provide a distribution system to enable the Tolbert claimants convenient access to prescription medications

Planning Assumptions

The primary claimant population is located throughout the Calhoun County area, with a heavy concentration of claimants located in the west Anniston community.

The site search includes properties located in west Anniston, west Highway 202, Downtown Business District, General Business District and the Medical District of Northeast Regional Medical Center with the assistance of Southpace Properties.

For the purposes of identifying the optimal site configuration to accomplish the goals of the space program, the Downtown Business District was selected as a target zone for the location of the clinic. The Downtown is considered easily accessible for both the west Anniston community, as well as the claimants in the far reaching areas of the community.

A General Business (GB) zoning classification was used as the model to identify the optimal site configuration.

Advisory Committee – Concerns & Evaluation Criteria

1. Image – must represent the needs of the community
2. Location – easily accessibility by the community
3. Cost – highest & best use of limited available funds
4. Trust – care givers who know the people and the people know them

Limited Available Funds

For the medical clinic development, \$25,000,000 in ten yearly installments of \$2.5 million plus \$500,000 from Pfizer plus \$2.0 million from Pfizer plus \$100,000 from Science Study license of PCB Blood Test Data, for total of \$27,600,000

Tolbert Clinic Annual Workload Projections

Clinic Visits – Projected Workload:

Year 2005 = 17,500 Annual Visits

Operational Parameters:

100% Volume occurs during main shift hours

Hours of Scheduled Visits = 8 hrs / 5 days wk / 250 days yr

Average Room Turn Around Time = 30 minutes primary care visit and 50 minutes specialty care visit

Target Utilization = 85%

Projected Workload FY 2005

| Room / Specialty Type | Annual Procedures | Main Shift | | | | Avg. Rm. Time | Scheduled Hours / Day on Main Shift | Target Utilization Factor | Number of Rooms Required | Actual Room Need |
|-----------------------|-------------------|-----------------|-------------|-------------------|------------------|---------------|-------------------------------------|---------------------------|--------------------------|------------------|
| | | % On Main Shift | Days / Year | Peak Shift Factor | Peak Shift Exams | | | | | |
| Clinic Visits | 17,500 | | | | | | | | | |
| Primary Care | 10,500 | 100% | 250 | 1.10 | 46 | 0.50 | 8.0 | 70% | 4.13 | 5 |
| Specialty | 7,000 | 100% | 250 | 1.10 | 31 | 0.83 | 8.0 | 85% | 3.77 | 4 |

utilization lower for primay care assume high no-shows

9 Total Exam Rooms

Scenario One – Build New Primary Care Clinic

- Assume General Business zoning classification

Scenario Two – Renovate Existing Facility

- Assume renovation of the 15th Street Church site, 105 West 15th Street.
- A preliminary assessment completed for this site - for a more detailed accounting of the existing structure, space program test fit and renovation cost estimate will require more in-depth architectural and engineering analysis
- Other site's viewed include: Anniston Star at 10th & Railroad; Chalk Line at 11th & Railroad; Commerce Building at 12th & Noble Street; and Kitchen's Retail Building on Hwy 431

Scenario Three – Merge Tolbert Clinic Needs into Existing Medical Practice

- Dr. Neal Canup, Medical Director Northeast Alabama Regional Medical Center, founding physician for the Anniston Residency Clinic and physician at St. Michaels Community Clinic expressed an interest to incorporate the Tolbert Claimants into the his existing medical practice
- Further development of this option will requires a "Request for Proposal" to prospective Medical practices before a detailed site and architectural study can be conducted

Tolbert Clinic Space Program Needs

| | | |
|---|---------------|------------------------------|
| Patient Intake & Business Office | 2,727 | |
| Clinical Space | 5,264 | |
| Education | 1,465 | |
| Research | 1,958 | |
| Pharmacy - Dispensing | 1,100 | |
| Total Departmental Gross Square Feet | 12,514 | Total DGSF |
| <i>Net to Gross Factor</i> | <i>1.20</i> | Building to Gross Multiplier |
| Total Building Gross Square Feet | 15,016 | BGSF |

Tolbert Clinic Space Program - Detail

| ROOM/FUNCTION | NO. | NSF EACH | TOTAL NSF | COMMENTS |
|------------------------------------|-----|----------|--------------|--|
| Patient Intake Area | | | | |
| Waiting Room | 27 | 20 | 540 | (3) seats per exam & procedure room |
| Central Reception / Check-in / out | 3 | 40 | 120 | (2) check in & (1) check out |
| Pediatric Play Area | 1 | 80 | 80 | optional - depends upon contracting out peds? |
| Public Toilet | 2 | 55 | 110 | Public toilets - ADA accessible |
| Drinking Fountain | 1 | 10 | 10 | ADA accessible |
| Phone Alcove | 1 | 10 | 10 | ADA accessible |
| Registration - Private Interview | 2 | 80 | 160 | Private registration cubicles with two guest chairs |
| Business/Workroom | 1 | 150 | 150 | Direct workflow to / from nurse station for charts - optimize efficiency - pass thru |
| Medical Records / Charts | 1 | 200 | 200 | High density file system preferred; physicals, special treatment & other screening |
| Billing - Clinic | 3 | 60 | 180 | Cubical workstations |
| Case Manager - Social Worker | 2 | 80 | 160 | Two workstations in a private office |
| Clinic Office Manager | 1 | 100 | 100 | Centrally located to clinic operations |
| Legal - Compliance Officer | 1 | 80 | 80 | Private office with one guest chair |
| Patient Intake Station | 2 | 60 | 120 | Scales, chair, charting surface & sink |
| Subtotal NSF | | | 2,020 | |
| <i>Net to Gross Factor</i> | | | <i>1.35</i> | |
| Subtotal DGSF | | | 2,727 | |
| Clinical Space | | | | |
| Exam | 9 | 100 | 900 | 17,500 annual visits - 70 patients per day |
| Minor Procedure Room | 1 | 140 | 140 | echo / stress testing; EKG, ultrasound, minor procedures |
| Portable Equipment Alcove | 1 | 40 | 40 | EKG, ultrasound, etc. portable equipment |
| Dictation / Physician work area | 3 | 20 | 60 | Computer alcoves - private away from noise of nurse station - 1 per 3 exam / procedure rooms |
| Vision Room | 1 | 80 | 80 | eye testing |
| Audio Testing Room | 1 | 120 | 120 | Include built in hearing booth |
| Pulmonary Function Testing Room | 1 | 80 | 80 | No Treadmill |
| X-Ray | 1 | 250 | 250 | Include control alcove |
| Storage - film | 1 | 40 | 40 | 3 - open shelves |
| Film Processing / Reading | 1 | 80 | 80 | Digital equipment will reduce space need for processing |
| Specimen Processing / Stat Lab | 1 | 120 | 120 | Specimen pass thru from the patient toilets |
| Specimen Collection/Patient Toilet | 2 | 55 | 110 | Locate adjacent to the lab - ADA accessible |
| Central Nurse / Work Station | 1 | 180 | 180 | Accommodate 4 workstations; pass thru to charting/business/workroom for patient records |
| Medicine Supply | 1 | 50 | 50 | Secure closet to store meds |
| Nurse Manager | 1 | 80 | 80 | Private office with one guest chair; view window to nurse station |
| Sub waiting | 15 | 20 | 300 | 1.5 seat per exam / procedure room |
| Equipment Storage | 1 | 150 | 150 | Equipment & wheelchair storage - centrally located |
| Clean Supply | 1 | 100 | 100 | 10 nsf per exam / procedure room |
| Soiled Holding | 1 | 50 | 50 | 5 nsf per exam / procedure room |
| Housekeeping | 1 | 40 | 40 | |
| View Box Alcove | 1 | 20 | 20 | Only if digital equipment is not required |
| Social Worker Consult | 1 | 120 | 120 | locate adjacent to the clinic intake area |
| Physician Office / Consultation | 3 | 150 | 450 | |
| Clinical Psychologist Consult | 1 | 200 | 200 | Includes desk work area and consult area |
| Subtotal NSF | | | 3,760 | |
| <i>Net to Gross Factor</i> | | | <i>1.4</i> | |
| Subtotal DGSF | | | 5,264 | 799 |

Tolbert Clinic Space Program - Detail

| ROOM/FUNCTION | NO. | NSF EACH | TOTAL NSF | COMMENTS |
|--|-----|----------|--------------|---|
| Education - UAB Model | | | | |
| Medical Director Office | 1 | 200 | 200 | Includes desk work area and table for meetings |
| Faculty Physician Offices | 0 | 150 | 0 | included in the clinic area |
| Visiting Physician Offices | 1 | 150 | 150 | shared office for visiting specialist |
| Fellow Office | 1 | 95 | 95 | |
| Resident / Student Work stations | 2 | 60 | 120 | Cubical workstations |
| Secretary Workspaces | 2 | 80 | 160 | Business, billing, insurance, etc. |
| Supply / Copier / Fax Work Rm | 1 | 60 | 60 | |
| Conference /Library | 1 | 300 | 300 | Consults and reference materials |
| Subtotal NSF | | | 1,085 | |
| <i>Net to Gross Factor</i> | | | <i>1.35</i> | |
| Subtotal DGSF | | | 1,465 | |
| Research - Intake & Consult | | | | |
| Intake / Receptionist | 1 | 40 | 40 | Separate entry for research component |
| Lobby / Waiting | 15 | 20 | 300 | seating / or lobby configuration |
| Research workarea / consults | 3 | 120 | 360 | Private offices for data collection |
| Patient / Community Classroom | 50 | 15 | 750 | Education Activities - Access at separate entry than clinic functions |
| Subtotal NSF | | | 1,450 | |
| <i>Net to Gross Factor</i> | | | <i>1.35</i> | |
| Subtotal DGSF | | | 1,958 | |
| Pharmacy - Dispensing | | | | |
| Dispensing counter | 2 | 40 | 80 | Separate for Pharmacy |
| Lobby / Waiting | 15 | 20 | 300 | seating for prescriptions |
| Consult | 1 | 80 | 80 | Private drug consult |
| Pharmacy Work Area | 1 | 300 | 300 | |
| Toilet | 1 | 55 | 55 | Education Activities - Access at separate entry than clinic functions |
| Subtotal NSF | | | 815 | |
| <i>Net to Gross Factor</i> | | | <i>1.35</i> | |
| Subtotal DGSF | | | 1,100 | |

Total Departmental Gross Square Feet
Net to Gross Factor
Total Building Gross Square Feet

12,514
1.20
15,016

Total DGSF
 Building to Gross Multiplier
BGSF

Scenario One – New Tolbert Medical Clinic

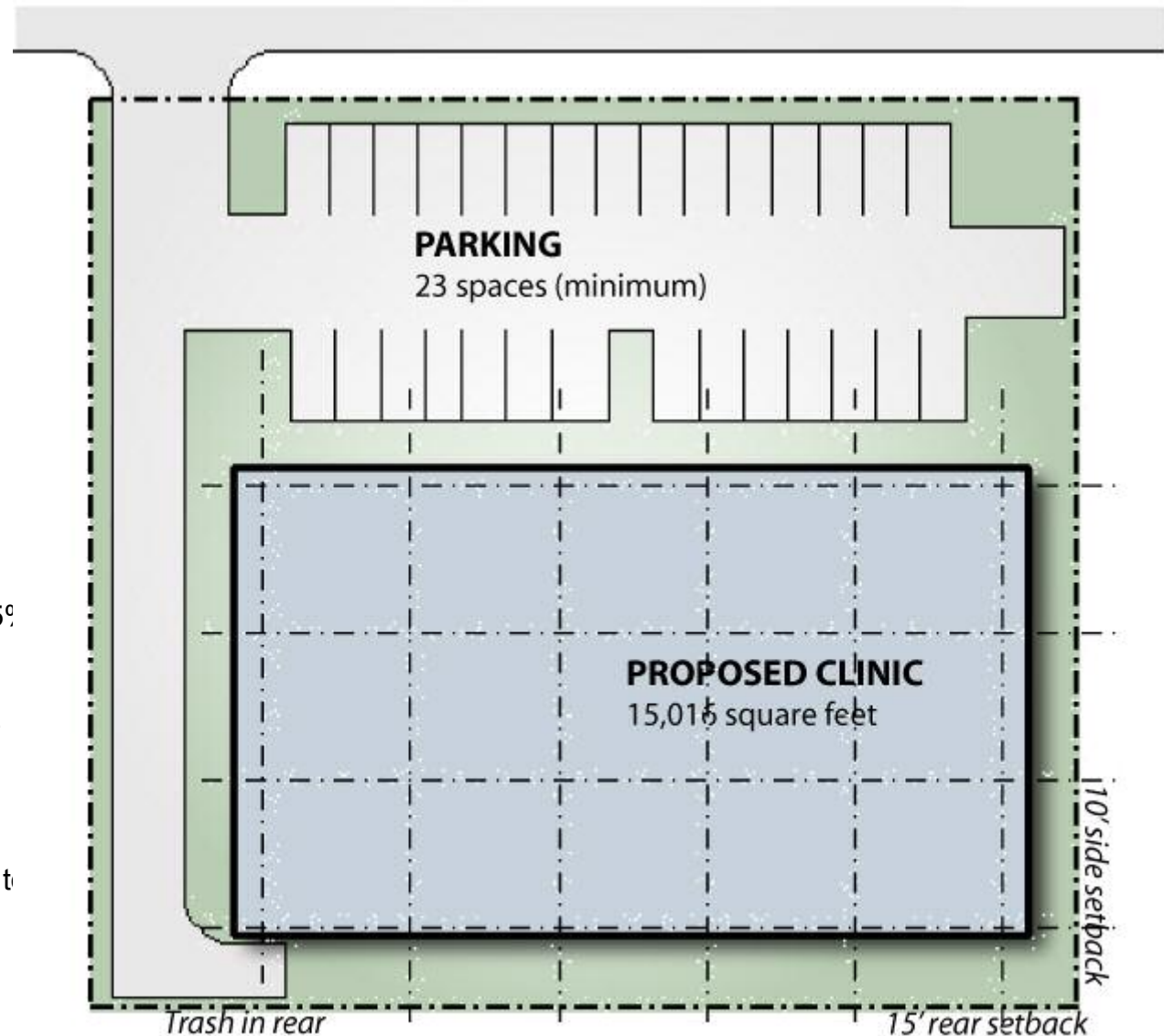
General Business Zoning Category

Assumptions:

- 15, 016 Bldg Gross Square Feet
- Net occupied building area factor of 75%
- Parking required = 23 cars minimum
- 10' side setback and 15' rear setbacks

Recommendation:

- A parcel of land approximately $\frac{3}{4}$ acre to 1 $\frac{1}{2}$ acre to meet the site zoning requirements for the square footage needed



Scenario One – New Tolbert Clinic Probable Project Cost

Probable Construction Cost

| | | | | |
|----------------------------------|--------|----|------------------|-----------------------------------|
| Shell Building & Tenant Fit-Outs | 15,016 | \$ | 2,027,187 | |
| Site Improvements - 5% | | \$ | 101,359 | |
| Contingency - 10% Construction | | \$ | 202,719 | |
| | | \$ | <u>2,331,265</u> | Subtotal Construction Cost |

Soft Cost

| | | | | |
|-----------------------------|--|----|------------------|-------------------------------|
| Design A/E Fees - 10% | | \$ | 233,127 | |
| Furniture & Equipment - 35% | | \$ | 815,943 | |
| Legal Fees - 1% | | \$ | 23,313 | |
| Signage - 1% | | \$ | 23,313 | |
| | | \$ | <u>3,426,960</u> | Sub Total Project Cost |

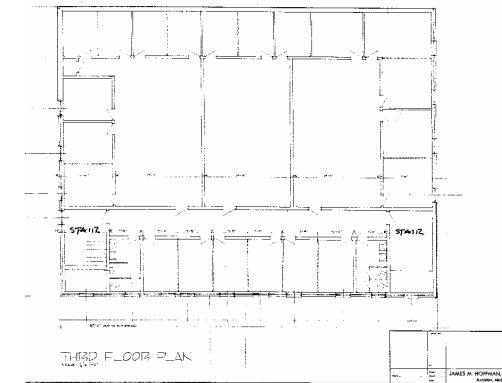
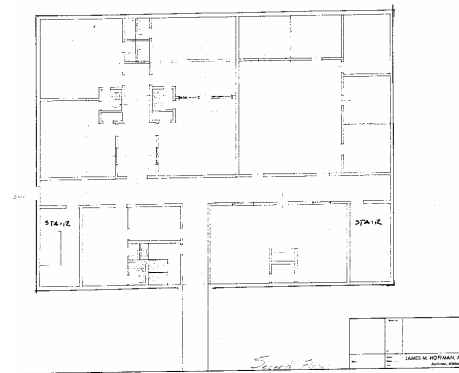
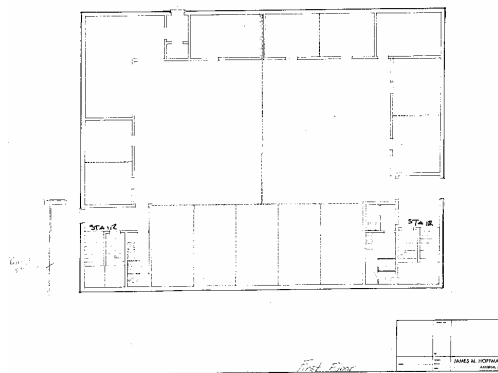
| | | | | |
|---|--|----|---------|--|
| Site & Utility Improvements - Allowance | | \$ | 250,000 | |
| Project Contingency | | \$ | 342,696 | |

Grand Total Probable Project Cost **\$** **4,019,656** **Grand Project Cost Total**

Note: Site Acquisition Cost is not included

Scenario Two – Renovation of Existing Facility – 15th Street Church Site

- The location of the 15th Street Church site meets all criteria – convenient access for both west Anniston and other claimants located throughout the community – the site is on the edge of the downtown revitalization zone
- The church site has adequate parking to meet the General Business zoning minimum requirements
- Sanctuary appears to have structural damage from the fire; further structural analysis required to determine usefulness of the structure – it may be more beneficial to demolish the sanctuary to construct a new medical clinic facility
- Education Building is a three story structure seemingly in good condition - each floor has approximately 5,525 square feet - the overall square footage of the building can accommodate the space programmatic requirements of the medical clinic - however, the three floor configuration will create operational inefficiencies, circulation obstacles and compromises regarding the workflow
- An elevator will be required to meet federal guidelines of accessibility – in addition, grade changes will facilitate a ramped entry from the north parking providing direct access to the 2nd floor intermediate level
- Toilet facilities will require significant modification to meet federal guidelines of accessibility
- ‘Medium’ to ‘Major’ renovations will be required to accommodate the clinical functions - the construction cost is expected to be comparable to ‘scenario one’, if not greater due to the anticipated extensive plumbing and accessibility issues - to provide an accurate probable construction cost estimate will require a more in-depth architectural and engineering analysis of the property conditions



Scenario Three – Existing Medical Practice

- Anniston Family Practice & Residency Clinic is located in the city of Anniston Medical District and the St Michaels Community Clinic is located in the heart of west Anniston – both these location meet the criteria for site selection
- The existing family practice clinic has excess exam room capacity which can easily accommodate the needs of the Tolbert claimants without any substantial capital improvements
- The existing St. Michaels Clinic is operating on a half week schedule – opening the clinic five days a week will provided additional capacity to accommodate the west Anniston Tolbert community
- Dr. Canup has practiced medicine in the community for a number of years – his practice has the trust of the people and understands the needs of this community
- The family practice clinic has electronic medical record, laboratory and image viewing technology systems that can be expanded to the St. Michaels Center – these technology system will enable immediate and seamless integration of the two medical practices
- Integration of the Tolbert medical clinic needs into an existing practice is the most initial cost effective solution to minimize the start up cost



Anniston Family Practice & Residency Practice



St. Michaels Center – Community Clinic

Note: At the time of this study, no communication with the St. Michaels Church representative – Discussion with Dr. Canup only

Site Feasibility Study Recommendation

- Scenario Three meets all programmatic criteria of image, location, cost and trust – therefore, the incorporation of the Tolbert clinic into an existing medical practice is the recommended option for further development
- Scenario Three requires minimal capital to commence with the program – it is the most cost effective option – highest and best use of limited capital
- The Advisory Committee endorsed further development of Scenario Three – includes the preparation of a Request for Proposal to community medical providers

Final Solution Development

- Request for proposal process – execution of RFP and evaluation of responses
- Final review and recommendation of advisory committee
- Development of the final solution and implementation plan
- Final documentation of the recommended solution