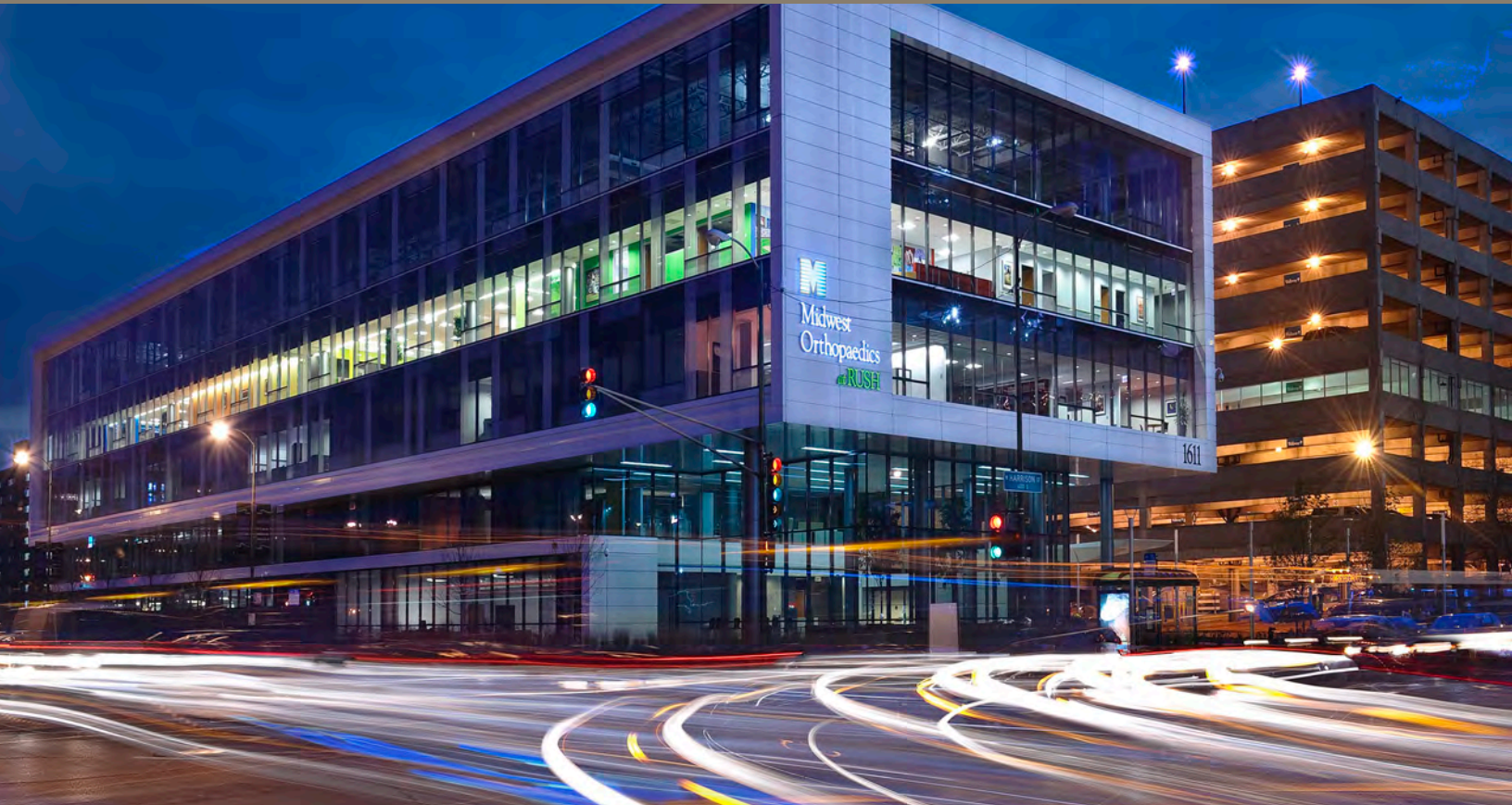


NAVIGANT
CONSULTING

Midwest Orthopaedics at RUSH
ORTHOPAEDIC AMBULATORY BUILDING



PROJECT OVERVIEW

In 2004, Rush University Medical Center (RUMC) announced plans for the most comprehensive capital program in its history. The \$1 billion “Rush transformation” encompasses plans to invest in new technology, build new facilities and improve patient care processes, while at the same time reorienting the entire physical campus around patients and their families. The campus has been designated by the City of Chicago as its first “Green Campus”.

The first phase of this transformation includes a 220,000 sq. ft. Orthopedic Ambulatory Building (OAB) / Center of Excellence that is jointly owned by RUMC and Midwest Orthopaedics at Rush (MOR) under an air rights lease structure. The OAB opened in fall 2009 and is the first healthcare facility in Chicago to achieve Gold LEED® Certification. Sustainable design features include a green roof that covers nearly 50% of the roof to reduce urban heat and run-off, dual flush toilets to reduce potable water needs, enhanced building commissioning, significantly increased ventilation to improve indoor air quality, and use of materials that maximized recycled content and minimized VOC's. Over 90% of construction and demolition waste was also diverted from landfills.

The interior layout of MOR's clinical space was designed to improve the patient experience by maximizing daylight and provide dramatic views of downtown Chicago's skyline. The eastern façade includes a distinctive curtain wall designed in tandem with the new hospital across the street to form a gateway to the RUSH campus.

CHALLENGES

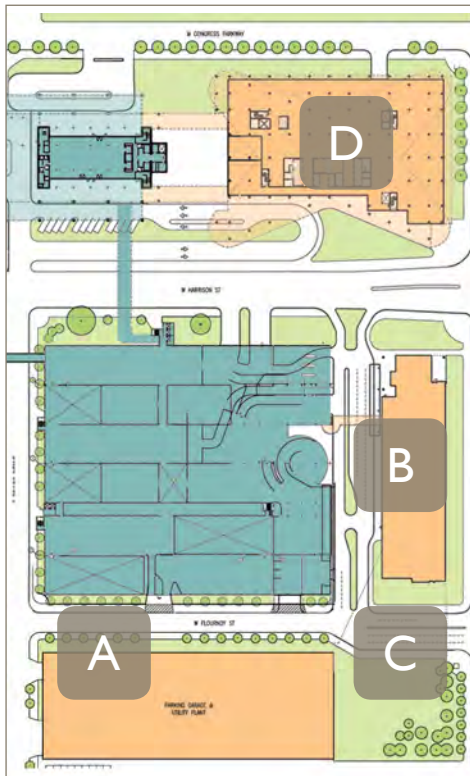
- » Satisfying the diverse needs of dual owners.
- » Consolidating 10 MOR offices to improve financial performance and operational efficiency.
- » Determining the right mix of services to include that achieve a reasonable ROI.
- » Complex ownership structure and project accounting requirements.
- » Mitigating financing / interest rate risk.
- » Logistical coordination and integration with campus modernization program, including utility / supply chain tunnel, below grade central dock, new central utility plant, and bridge connector to re-configured parking structure.
- » Complex entitlement process – part of Planned Development, the Illinois Medical District and a TIF District.
- » Incorporating minority participation.
- » Integrating cost effective sustainable design concepts.



RESULTS

- » Planning incorporated functional and design requirements of both owners within tight budgetary constraints.
- » Consolidation of offices and mix of services in OAB exceeded MOR projected operational savings and ROI.
- » Structured ownership documents to achieve MOR, hospital and lender requirements, legal compliance and significant tax savings for MOR.
- » Designed and managed complex cost accounting system.
- » Secured 24-month rate lock / forward commitment to minimize interest rate / financing risks.
- » OAB, parking, parking connector, central plant, and tunnels designed and constructed in coordination with campus master plan.
- » Secured entitlements to maintain project schedule.
- » Exceeded minority participation targets / goals.
- » Achieved LEED® Gold Certification within budget and with proven payback in utility savings.





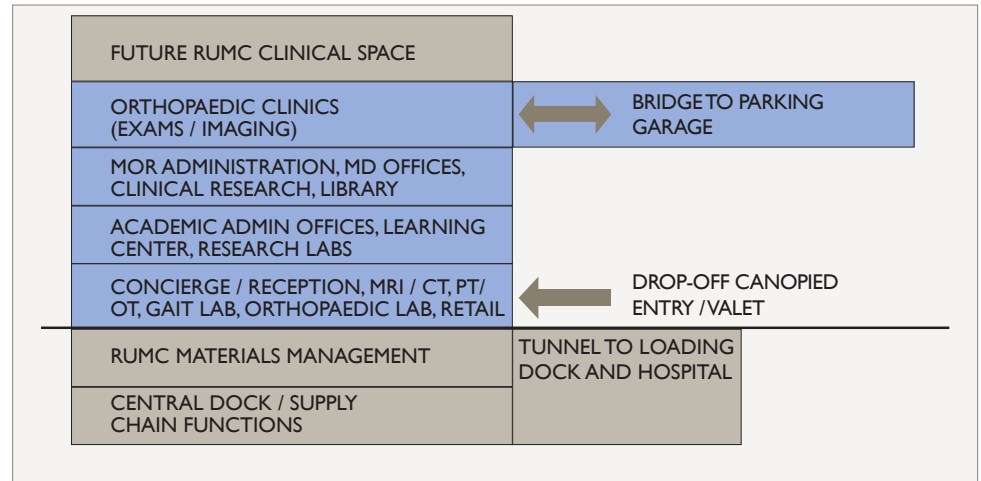
- A. CENTRAL POWER PLANT & EMPLOYEE PARKING
- B. ORTHOPAEDIC AMBULATORY BUILDING
- C. SUPPLY CHAIN / LOADING DOCK
- D. NEW HOSPITAL (OPENS 2012)

The OAB provides a diverse contingent of clinicians, administrators, researchers and staff with an operationally efficient building layout, while patients with limited mobility and range of motion enjoy easy access to the services they require.

The ground floor provides covered vehicular drop-off access to the facility and easy access to an adjacent parking facility. Valet parking is also available and a concierge / reception desk is located in the main lobby to provide patients with personalized wayfinding and wheelchair service. Full service physical and occupational therapies, an advanced imaging center (two MRI's and CT Scanner), a Gait Lab, orthotics and prosthetic labs, and retail are housed at ground level. Additional access to the facility from an existing parking garage can be made at a fourth level link that aligns with the facilities vertical core. All clinic components (total 60 examination rooms) including

a large radiography suite are located at the fourth level. Research facilities of the RUMC Department of Orthopedic Surgery are located on the 2nd level. These Research components include laboratories for Human Motion Analysis, Biomechanics, Tribology (the study of friction, lubrication and wear) and Implant Retrieval. A new Learning Center opening in summer 2010 will also be located on the second level.

The third level houses offices for 40 orthopedic surgeons plus researchers and staff, conference rooms, clinical research, library and fellows lounge, providing physicians with convenient access to the clinic space on the fourth level. The two below grade levels house RUMC's central dock, materials management and supply chain functions including a state-of-the-art automatic guided vehicle delivery system connected to the hospital via a tunnel under Harrison Street. A utility loop from the new central plant also runs through the tunnel.



FOR MORE INFORMATION »

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The Orthopedic Ambulatory Building (OAB) is Chicago's first LEED® Gold healthcare project. The sustainable features at the OAB will produce a 20% savings in energy cost, or around \$450,000 each year. Similarly, the OAB will save 350,000 gallons of water each year with the water-saving features that have been implemented, or a 35% savings in water cost.

NAVIGANT PROJECT SERVICES:

- » Development Advisory
- » Program / Project Management
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- » Financing Procurement
- » Master Site Planning
- » Zoning / Entitlement Coordination
- » Operations Planning
- » Leasing

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