

Women & Infants Hospital Institutional Master Plan 2016

# Amendment to Women & Infants Hospital of Rhode Island Institutional Master Plan 2016

*Submitted to*  
Providence City Plan Commission  
**Addendum – September 2022**





## SECTION A- MISSION STATEMENT

Zoning Ordinance Section 1910(3a)

*Mission statement of the institution including its relationship with the neighborhood and community in which it is physically situated.*

### Mission

Women & Infants Hospital, a teaching hospital of The Warren Alpert Medical School of Brown University, is committed to improving the health and well being of women and infants and to providing our essential services regardless of ability to pay.

### Vision

Women & Infants will be the recognized leader in health care for women and infants.

### Our Values

Women & Infants' organizational values emphasize individual contributions and a team approach that foster:

- Accountability
- Caring
- Teamwork

### Community Relationships

In fulfilling its mission, Women & Infants Hospital (herein also referred to as "WIH") has a responsibility to many sectors of the community. These include the neighborhood in which WIH is located, the entire region WIH serves, The Warren Alpert Medical School of Brown University, national and international health professionals, and the public health sector.

### Local Community

WIH is located on Dudley Street in South Providence. The residents of this area have unique socioeconomic characteristics that differ significantly from the rest of Providence and Rhode Island. South Providence has a large minority population with sizable ethnic diversity, low- income households and crowded living conditions. These characteristics present distinctive challenges to delivering care to the South Providence community.

WIH is dedicated to providing needed health care services to the women and newborns residing in South Providence. Programs have been developed to address the local community's specific health needs, to provide education and preventive measures, and to remove access barriers through transportation and translation services including our Family Van Program, which transformed from a mobile unit to a team that goes out to the community and visits. The Family Van Program is a culturally sensitive, comprehensive health outreach program, designed to address health disparities in our communities. The Family Van Program team visits health and community centers throughout our neighborhood- including Genesis Center, West End Community Center, Elmwood Community Center, McCauley House, and the Valley Street Apartments. The Family Van team provides diabetes and heart disease education and screening, chronic disease self-management, information on accessing healthcare and the importance of a medical home, and adult immunizations. All services are confidential and free of charge.



In addition, WIH is an active participant in local initiatives. Care New England Workforce Development in collaboration with The Met School is developing an internship/education pipeline to strategically align academic institutions to support our current and future workforce needs across the continuum of care. Care New England Workforce Development is also collaborating with Rhode Island Nurses Institute Middle College Charter High School (RINIMC) to enhance our collaboration by developing a customized “long term youth plan” system-wide, incorporating shadowing/internship rotation, mentor program, home health collaborative, adjunct faculty and guest speaker partnership to gain exposure to the nursing profession, health care environment, expectations and skills needed across the continuum of care. Care New England is also working with Year Up to provide information technology, nursing integration and talent acquisition internships for low-income young adults.

As a not-for-profit hospital, we have social, cultural and environmental responsibilities to our community, including our immediate neighbors. As an example, a “Corporate Citizenship” newsletter was sent to all WIH staff to illustrate the importance of practicing good corporate citizenship.

### Regional Perinatal Center

As the region’s tertiary referral center for perinatal care, WIH has been a leader in the development and maintenance of a coordinated regional perinatal system. WIH has developed relationships with providers throughout Rhode Island, southeastern Massachusetts, and eastern Connecticut. Through these relationships, WIH provides education, support, and backup for perinatal services throughout the region.

As New England’s regional center for the care of women and infants, WIH continues to build on those services that improve the health of the region’s women, provide for safe, family-centered childbirth, and assure infants the opportunity for normal growth and development.



September 21, 2016

#### MESSAGE FROM MARK

A few words from President and COO Mark Marcantano

It goes by different names – corporate citizenship, corporate conscience, corporate social responsibility. But it all comes down to one thing ... making sure that we, as an organization, are doing the right thing – for our neighbors, for our community, for each other. We talk about this often, because it’s the crux of our ACT values – Accountability, Caring and Teamwork.

By definition, corporate citizenship is “a recognition that a business, corporation or business-like organization has social, cultural and environmental responsibilities to the community in which it seeks a license to operate, as well as economic and financial ones to its shareholders or immediate stakeholders.” As a not-for-profit hospital, we don’t have shareholders, but we definitely do have social, cultural and environmental responsibilities to our community, including our immediate neighbors.

Our surrounding community faces many unique socioeconomic challenges. As a good corporate citizen, we as an organization have developed programs to address the local community’s specific health needs, to provide education and preventive measures, and to remove access barriers through transportation and translation services including our Family Van. The Family Van team visits health and community centers throughout our neighborhood – including Genesis Center, West End Community Center, Elmwood Community Center, McCauley House, and the Valley Street Apartments. At each of these sites, the Family Van staff provide health assessments and screenings, adult vaccines, diabetes education, and education about how to access medical care and make the most of it.

In addition to working with high schools and colleges across our region, through Care New England’s talent acquisition team, we partner with The Met School and the Rhode Island Nursing Institute Middle College to provide placements for interns during the school year, as well as through Year Up for paid interns.

Toward ensuring that each of us *individually* is also a good corporate citizen, I’d like to offer a few reminders for our staff.

- Smoking – Women & Infants is completely smoke-free, and our smoking policy conforms to Rhode Island state law. Smoking is only permitted in *designated smoking areas* outside the hospital. The parking lot and the areas surrounding the parking lot are not designated smoking areas.
- Noise – I’ve often wondered what it must be like to live near a hospital, with the noises of the ambulance, the coming and going of staff 24 hours a day, the constant activity. I’m sure it can be challenging and disruptive at times. Please be mindful of our neighbors and keep your noise level – loud conversations, loud radios – to a minimum, in particular when you are taking a break outside or when you leave the hospital and are taking the shuttle or walking to your car.
- Trash – Corporate citizenship also involves being *environmentally* responsible in our community. There are trash receptacles in the parking lots, at the entrances to our buildings, and throughout our hospital. Please be respectful and throw your trash away appropriately.
- Driving – There are a number of housing complexes in our immediate surrounding area, and residents are often outside. Please be careful – don’t drive too fast and be respectful of the neighborhoods that you are driving through.

Thank you, as always, for your hard work and your conscientiousness.

### The Warren Alpert Medical School of Brown University

Women & Infants Hospital is the major teaching affiliate of The Warren Alpert Medical School of Brown University for activities unique to women and newborns, as well as with numerous nursing and professional schools. As a teaching hospital, WIH has the additional roles of educating future generations of caregivers, in an environment in which research can flourish, making new knowledge and treatments available to Rhode Islanders, and providing the safety net of care for the uninsured and vulnerable populations. Our research efforts have earned national recognition and support.

### National Health Initiatives

As the nation's 12<sup>th</sup> largest provider of obstetrics, WIH serves as a model for the delivery of obstetrical and related services in the United States and abroad. Recognizing this leadership role, WIH has served as an advocate for women's health issues and has shared its expertise throughout the United States and other countries.

### Public Health

Women & Infants Hospital continues to be an active participant in numerous initiatives to improve the health status of Rhode Islanders and continuously seeks to identify the health needs of the population and to provide education, prevention, and intervention services. For example, from 2013 to 2015, our Family Van Program served 1,800 clients to improve access to healthcare for medically underserved residents, including uninsured and under-insured. In 2013 and 2016, Women & Infants completed comprehensive community health needs assessments that inform our community health plans. The 2016 assessment included holding a forum in October 2015 at the hospital for community stakeholders to identify community needs and assets.



**SECTION B- EXISTING CONDITIONS**

Zoning Ordinance Section 1910(3b)

*Description of existing conditions that include a list of all properties owned or leased by the institution, arranged by assessors plat and lot and street address, existing uses by general land use category, including street level and all upper story uses, condition of structures, parking lots, open space, and other relevant existing conditions of the campus or grounds.*

Buildings either owned or leased by Women & Infants Hospital are in good or excellent condition. A complete list of the properties owned and leased by WIH, indicating present use is below. Buildings located on the immediate campus are identified on the aerial map on page 10.

<b>Existing Conditions Leased Properties</b>					
<b>Street Address</b>	<b>Assessors Plat/Lot</b>	<b>Building Condition</b>	<b>Floor(s)</b>	<b>Present Use</b>	<b>Owner(s)</b>
Blundell Street	54/162-164	Good	Land	Parking Lot	J & H Realty
Chestnut/Elm Streets	21/97 21/386	Good	Land	Parking Lot	Chestnut & Elm, LLC c/o Katerina Contos
101 Dudley Street	23/772	Good	Land	Ground Lease	Rhode Island Hospital
161-163 Dudley Street	23/660	Good	Land	Parking Lot	Cambridge Associates
695 Eddy Street	46/623	Fair	Level 1	Lab	695 Eddy St Holdings, LLC c/o CBRE-New England
770/775 Eddy Street & Frank Street	Parcel A 46/1 46/4A 46/32 46/296-299 46/375-377	Good	Land	Parking Lot	770 Eddy, LLC & 775, LC c/o SAF Management, Inc.
	Parcel B 46/378 43/396	Good	Land	Parking Lot	
	Parcel C 23/745	Good	Land	Parking Lot	

<b>Existing Conditions Leased Properties</b>					
<b>Street Address</b>	<b>Assessors Plat/Lot</b>	<b>Building Condition</b>	<b>Floor(s)</b>	<b>Present Use</b>	<b>Owner(s)</b>
888 & 908 Eddy Street	47/815 47/394	Good	888 Eddy Basement	CNE IS Storage	888 Eddy, LLC & 908 Eddy, LLC c/o SAF Management, Inc.
			888 Eddy Level 1	CNE Facilities CNE IT services	
			908 Eddy Level 1	Receiving/Storeroom Mailroom  CNE IT services	
90 Plain Street	22/346	Excellent	Level 1	CNE Cardiology & CNEMG Surgical	Atlantic-Plain Realty, LLC
			Level 2	Offices	
			Level 3	Offices	
			Level 4	Reproductive Endocrinology	
			Level 5	Reproductive Endocrinology	
101 Plain Street	23/647	Excellent	Level 4	CNE Multispecialty Services	101 Plain, LLC c/o SAF Management, Inc.
			Level 5	Urogynecology	
			Level 6	Prenatal Diagnosis Center	
			Level 7	Offices	
280 Richmond Street	21/132	Good		Parking Garage	Brown University c/o Cushman Wakefield
134 Thurbers Avenue	54/217 54/169-175 54/207-213	Excellent	Level 2	Family Assessment	J & H Realty, LLC



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200 Chestnut	21/120	Good	Level 1	Research Labs	Brown University c/o Cushman Wakefield
			Level 2	Research Offices	
70 Elm Street	21/417	Good	Level 1	Cytology/Histology Flow Cytometry	Brown University c/o Cushman Wakefield
			Level 2	AFP Endocrinology	
			Level 3	Cytogenetics	

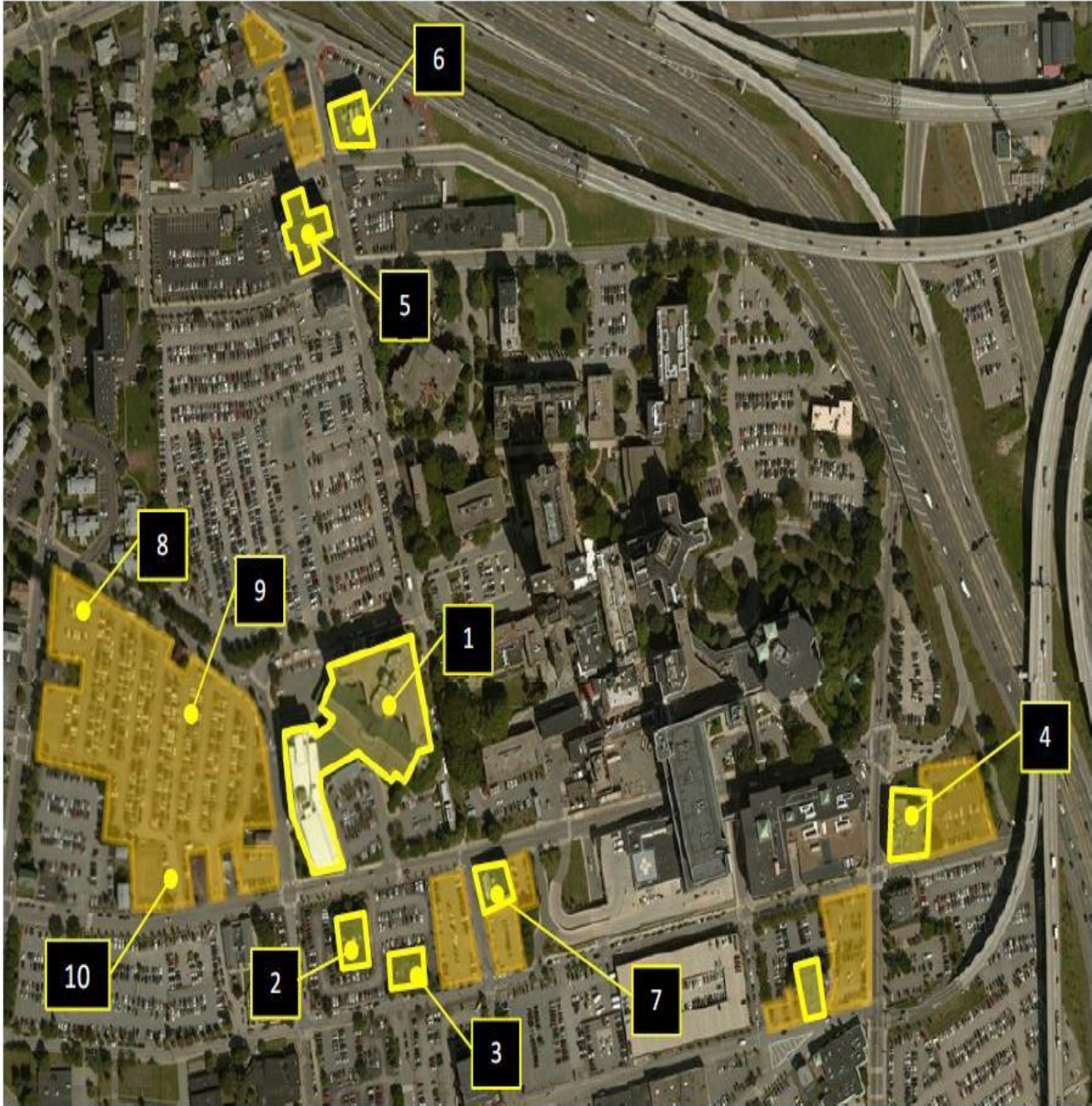
<b>Existing Conditions Owned Properties</b>					
<b>Street Address</b>	<b>Assessors Plat/Lot</b>	<b>Building Condition</b>	<b>Floor(s)</b>	<b>Present Use</b>	<b>Owner(s)</b>
1 Blackstone Place/ 668 Eddy Street	46/22 46/604	Good	Level 1	Infusion Center & Integrative Care	Women & Infants Corporation
			Level 2	Breast Health Center	
			Level 3	Women's Oncology	
225 Blackstone	45/845	Good	Level 1	Day Care Center	Women & Infants Hospital (25 % Co-Ownership) & Rhode Island Hospital (75% Co-Ownership)
2 Dudley Street	46/615	Good	Level 1	Behavioral Health. Day Hospital Division of Research CoE Offices	Women & Infants Hospital (20% Co-Ownership) & Rhode Island Hospital (80% Co-Ownership)
			Level 5	Obstetrics & Gynecology Care Center Maternal Fetal Medicine WIC/Nutrition Program Behavioral Health Center of Excellence	

<b>Existing Conditions Owned Properties</b>					
<b>Street Address</b>	<b>Assessors Plat/Lot</b>	<b>Building Condition</b>	<b>Floor(s)</b>	<b>Present Use</b>	<b>Owner(s)</b>
101 Dudley Street (Main Hospital)	23/772	Good	Level 0	Food Services/Cafeteria Coastway Bank Sim Center Radiology Services Microbiology Lab Research Lab Central Processing Laundry Receiving	Women & Infants Hospital
			Level 1	ED/Triage/Admitting Business Offices Security Research Offices Administration Ob/Gyn Offices Medical Records Patient & Family Svcs Social Services Laboratory/Pathology	
			Level 2	LDR/ABC Operating Rooms ASU/PACU Anesthesia Utilization Management Locker Rooms	
			Level 3	On-Call Rooms Physician Lounge Lockers OB Medicine Offices Medical Staff Office Library Mechanical Space	
			Level 4	Inpatient Rooms	
			Level 5	Inpatient Rooms	
			Level 6	Inpatient Rooms	

<b>Existing Conditions</b>					
<b><u>Owned Properties</u></b>					
<b>Street Address</b>	<b>Assessors Plat/Lot</b>	<b>Building Condition</b>	<b>Floor(s)</b>	<b>Present Use</b>	<b>Owner(s)</b>
101 Dudley Street (South Pavilion)	23/772	Excellent	Level 0	EVS Engineering/Biomed Communications Switchboard Mechanical Space	Women & Infants Hospital
			Level 1	Auditoriums Media Services Main Lobby Family Resource Center Chapel Retail Shops	
			Level 2	NICU Respiratory Therapy Pharmacy	
			Level 3	NICU Respiratory Therapy	
			Level 4	ACU	
			Level 5	Mechanical	
100 Dudley Street	46/596 45/41 45/63 45/64 45/79 45/80 45/561	Good	Level 0	Bone Densitometry Nutrition Offices Classrooms	Women & Infants Hospital
			Level 1	Lab Office Space Nursing Staffing	
			Level 2	Endoscopy Suite General IM Practice	
			Level 3	Internal Medicine	
			Land	Parking Lot	
118 Dudley Street	45/77-22	Fair	Level 1	Primary Care	Women & Infants Hospital

<b>Existing Conditions Owned Properties</b>					
<b>Street Address</b>	<b>Assessors Plat/Lot</b>	<b>Building Condition</b>	<b>Floor(s)</b>	<b>Present Use</b>	<b>Owner(s)</b>
120 Dudley Street	45/77-1 45/77-2 45/77-3 45/77-4 45/77-5 45/77-6 45/77-12 45/77-14 45/77-15	Fair	Level 0	CNE VNA Offices Occupational Health Informatics Risk	Women & Infants Hospital
			Level 1	Safety Infection Prevention CNE Quality Mgt.	
			Level 2	Pre-Admission Testing	
671,673,675 Eddy Street & 76 Blackstone Street	1078/1 1078/2 1078/3 1078/4	Good	Land	Parking Lot	Women & Infants Hospital





1. 101 DUDLEY

2. 120 DUDLEY

3. 118 DUDLEY

4. 1 BLACKSTONE

5. 101 PLAIN

6. 90 PLAIN

7. 100 DUDLEY

8. PARKING LOT W-5

9. PARKING LOT W-4

10. PARKING LOT W-8

## SECTION C- NATIONAL REGISTER OF HISTORIC PLACES

Zoning Ordinance Section 1910(3c)

*A list of properties on the National Register of Historic Places or designations of a local historic district, and proposed exterior changes to these properties.*

This section remains unchanged from the 2016 IMP submission.

## SECTION D- TEN YEAR GOALS AND FIVE YEAR OBJECTIVES

Zoning Ordinance Section 1910(3d)

*Statement of ten year goals and five year objectives, and means and approaches through which such goals and objectives may be reached.*

### **Ten Year Goals**

In the Spring of 2001, CNE embarked on a high level system-wide strategic facilities planning effort to assist in the development of a long-range capital investment strategy. Given the recession and financial pressure on healthcare payments, our ten year plan has been extended and the remaining major need areas are listed below.

- Patient Care Units
- 2nd floor (LDR)
- Other WIH Clinical Services (Laboratory)

### **Five Year Objectives**

The facility projects listed below are an integral part of the overall delivery of care.

1. Renovate labor, delivery, and recovery rooms
2. Lab consolidation
3. Building infrastructure improvements (HVAC, electrical, roofing)
4. Upgrade inpatient rooms

**SECTION E- PROPOSED CHANGES IN LAND HOLDINGS**

Zoning Ordinance Section 1910(3e)

*Proposed changes in land holdings of the institution including newly acquired property and property to be sold.*

WIH sold the buildings and properties at 300 Richmond, 261 Richmond, 200 Chestnut and 70 Elm in 2022.

**SECTION F- PROPOSED STREET CHANGES**

Zoning Ordinance Section 1910(3f)

*Proposed streets to be abandoned and new streets to be established, including private rights-of-ways.*

This section remains unchanged from the 2016 IMP submission.

**SECTION G- MAJOR REPAIRS AND RENOVATIONS**

Zoning Ordinance Section 1910(3g)

*Major repairs or renovations of a building involving more than 10,000 square feet of gross floor area that would result in a change of general land use category of such building.*

This section remains unchanged from the 2016 IMP submission.

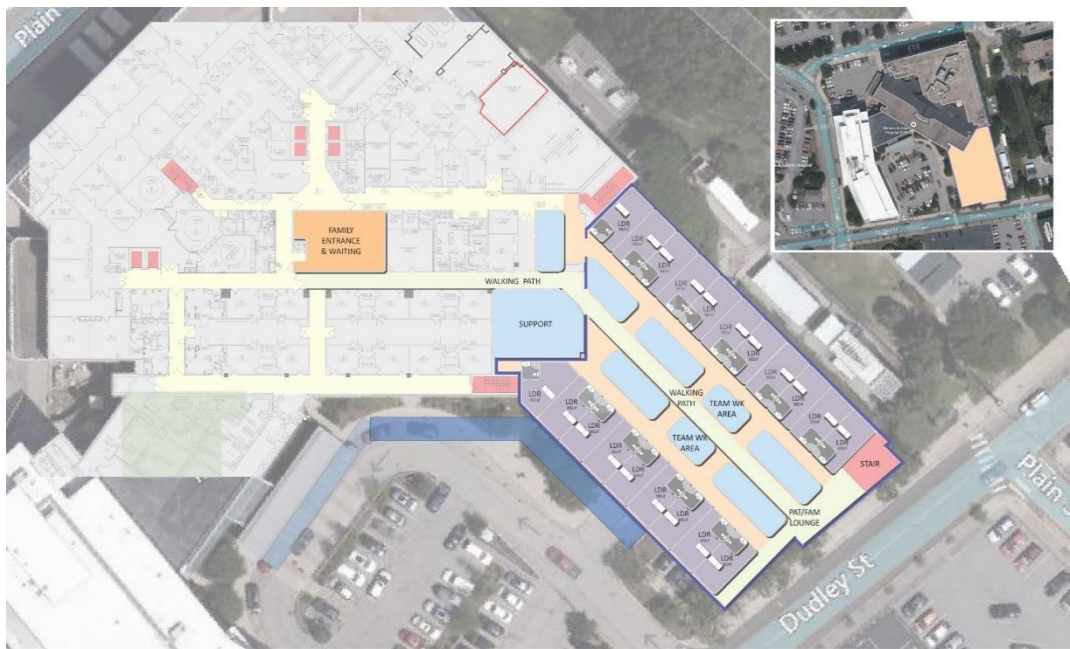


## SECTION H- NEW STRUCTURES/ADDITIONS/PARKING CHANGES

Zoning Ordinance 1910(3h)

*New structures, additions to existing structures of more than 25% of gross floor area or 10,000 square feet of gross floor area, whichever is less, new or reconfigured parking facilities, new outdoor facilities, and any action that would result in the rerouting of traffic in the public right-of-way for a period of two weeks or longer.*

WIH received approval from Lifespan and the Department of Health to build an 18,000 sf addition to the Main Building campus at 110 Dudley Street. The addition will be an extension of the Labor and delivery unit and will contain 20 new, state of the art and labor and delivery rooms that meet all current design guidelines.



**SECTION I- PROPOSED DEMOLITION**

Zoning Ordinance 1910(3i)

*Proposed demolition of any structure, parking garage, parking lot, park, or any other campus facility. In the event of demolition, the plan shall contain a tenant relocation program that contains, at a minimum, provisions relative to institutionally-owned residential structures intended for demolition. The relocation shall contain alternatives to demolition that will accommodate the interests of said tenants, the neighborhood, and the institutions, and provide for tenant relocation assistance.*

This section remains unchanged from the 2016 IMP submission.

**SECTION J- PARKING PLAN**

Zoning Ordinance 1910(3j)

*A parking plan that shows the location of all institutional parking facilities on and off the campus. The plan shall identify the existing number of parking spaces, the location of new spaces required as a result of any proposed development, any proposed shuttle system between lots and campus facilities, and other information deemed appropriate.*

A parking study performed by VHB is attached.



**SECTION K- ZONING BOARD OR CITY COUNCIL ACTION**

Zoning Ordinance 1910(3k)

*Any proposed activity that would require an action by the Zoning Board of Review or City Council to implement. Any proposal for a special use permit to locate an institutional use in a Commercial or Downtown District shall be accompanied by a plan for the development of the lot or lots in question that demonstrates to the satisfaction of the City Plan Commission that the proposal is consistent with the mixed-use goals set forth in this Ordinance and in the plan for such district.*

As a result of the CoN approval for the labor and delivery addition. WIH will coordinate and receive all necessary approvals. The land usage will remain consistent with current zoning and land uses.

**SECTION L- CERTIFICATE OF NEED**

Zoning Ordinance 1910(3l)

*In addition to the above, any hospital subject to regulation by the Department of Health pursuant to the Rhode Island General Laws §23-15, as amended, and to the rules and regulations promulgated by the Director of Health for the State of Rhode Island pursuant thereto, which are required thereby to obtain a certificate of need as a precondition to licensure of any new or additional premises, shall file said certificate of need as an appendix to its plan.*

WIH received approval of a Certificate of Need to build an addition related to the renovations of the labor and delivery rooms.

**SECTION M- TRAFFIC STUDY**

Zoning Ordinance 1910(3m)

*A study of traffic conditions that analyzes existing traffic generation, and the impacts of traffic generation predicted from proposed projects. The study shall include actions that the institution will take to reduce the negative impacts of increased traffic. The institution shall establish the scope of the traffic study through consultation with the Director of the Department of Planning and Development and Traffic Engineer.*

This section remains unchanged from the 2016 IMP submission.

**SECTION N- IMPLEMENTATION ELEMENTS**

Zoning Ordinance 1910 (3n)

*The plan shall include an implementation element that defines and schedules for a period of five years or more the specific public actions to be undertaken in order to achieve the goals and objectives of the plan.*

The addition to WIH hospital is projected to begin in calendar year 2022 and will have a duration of 2 years of construction.

**SECTION O- PUBLIC PARTICIPATION PROCESS**

Zoning Ordinance 1910(o)

*A description of the public participation process that was followed in the creation of the plan.*

On Thursday, June 9<sup>th</sup>, Shannon Sullivan, President and Chief Operating Officer of Women and Infants Hospital held a virtual Zoom meeting open to staff, community members and local leaders. Among the topics discussed was the labor and delivery addition to the facility. Notifications of the meeting were also distributed to the Providence City Council for their and their constituents' information and attendance. Care New England also reached out to Ward 11 Councilwoman Mary Kay Harris to increase public awareness of the meeting and to connect with residents and other stakeholders in upper South Providence.

**SECTION P- TREE CANOPY AND LANDSCAPING**

Zoning Ordinance 1910(3p)

An inventory of tree canopy and landscaping on the property, and provisions for coming into conformance or maintaining conformance with this Ordinance.

Section 1503 C(1)(b) of the Zoning Ordinance requires that the tree canopy in Institutional Healthcare Zones equal 30% of the square footage of the lots involved. A meeting was held with the City Forester, VHB and WIH to develop a plan to implement the plantings that are agreed to with the City Forester. The resulting landscaping plan is attached.

**SECTION Q- PUBLIC ACCESS**

Zoning Ordinance 1910(3q)

A statement regarding public access to the institution's campus and grounds.

This section remains unchanged from the 2016 IMP submission.