



Sustaining a Legacy

HKS

Key Aspirations

Community Investment

ProMedica's CEO Randy Oostra includes his company among Toledo's anchor institutions—major businesses, universities and other organizations that are rooted in the communities they serve. Relocating the company's headquarters was an opportunity to influence positive change in the city's urban core and the move downtown had the potential to spark a renaissance in the heart of Toledo's.

Rather than build from scratch, two abandoned buildings were chosen to become the new headquarters through adaptive reuse. Built in 1896, the historic Toledo Edison Steam Plant delivered energy to a burgeoning new city until its doors closed in 1985. Abandoned for 32 years, the iconic Daniel Burnham structure was nearly lost forever before ProMedica selected it as the site of its new headquarters. The adjacent Brutalist-era Key Bank building would lend its ground level spaces to new retail, including two restaurants and a YMCA. The restoration of a forgotten city park would renew the green space's status as the emerald jewel of the downtown.

A Plan for Change

The first in a series of moves to bring ProMedica's full administrative population downtown transplanted nearly 1,000 staff to the new headquarters while subsequent moves will transfer an additional 1,000 employees. A nimble workplace was a necessity for overnight department relocations, all while remaining flexible for a more mobile, unassigned seating model in the future.

50/50 Solutions

There are two halves to a workplace solution. The first half is the real estate equation: how will X amount of people fit in Y amount of space efficiently and effectively. The second half is less tangible: how will the space influence culture? What makes people invested in the work they do? Great spaces help people feel engaged and valued while helping to draw top talent. While a program confirms what fits into a building, thoughtful design drives the soul of a space.



"The new ProMedica Headquarters has **transformed our workplace culture**. Our administrative employees – the employees that support our caregivers – are more efficient and the open office environment has been great for team building. "

RANDY OOSTRA
ProMedica CEO



" It's amazing to be part of this project and the collaboration that's gone into it. Like pieces of a puzzle—you've created a collaborative space for employees and things that preserve the history of the building and site. **We've made it more than just a space for people to work.** **"**

ROBIN WHITNEY,
Senior VP of Real Estate and Construction

ProMedica HQ

Established in 1986, ProMedica is the largest nonprofit health care organization serving northwest Ohio and southeast Michigan. Driven by their mission "To improve your health and well-being," ProMedica's specialized caregivers, passionate volunteers and inspired advocates are recognized nationally for consistent, high-level care in their communities. As a trusted adviser, HKS has delivered multiple projects for the system--hospitals, wellness centers and other specialty outpatient projects. For the new HQ, ProMedica realized improving their operating expenses and improving company culture required transformative change. Departmental silos limited collaboration and were disconnected from hospitals and care providers. They aspired to create a welcoming home address—a true reflection of their mission.

Case Study Profile

Who	ProMedica Headquarters
Size	250,000 square feet 850 employees
Sector	Health Care Administration
Where	Toledo, Ohio
Why	Consolidation of 20 locations to one downtown headquarters—improving overhead costs and unifying company culture.
How	Adaptive Reuse Build to Suit Urban Planning Environmental Graphics Design Leadership Workshops Employee Engagement

Design Questions

01

Can this project be a catalyst for changing a community?

02

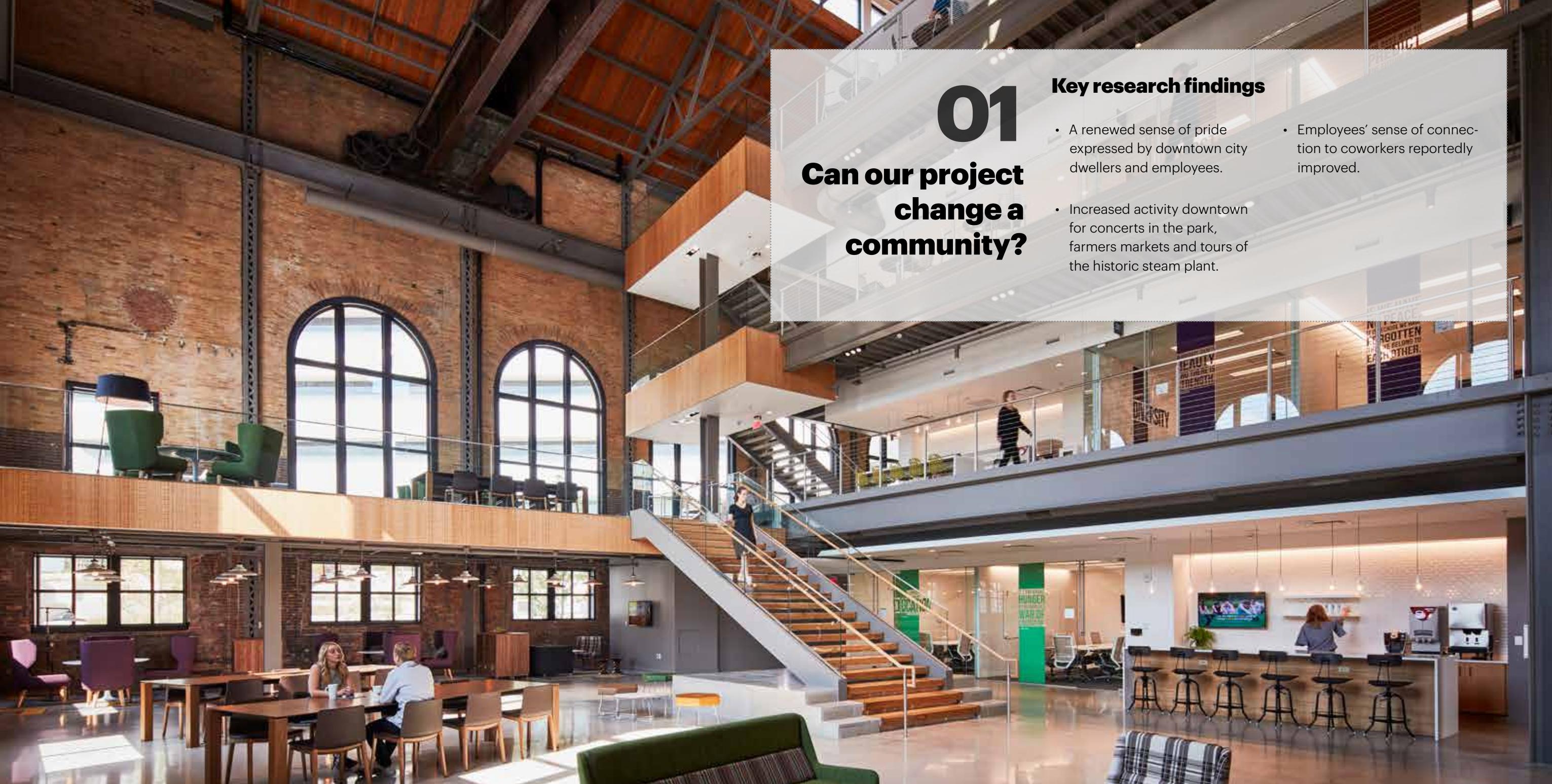
How can our workspace improve transparency and culture?

03

How do we share the legacy of our city and brand?

04

Can workspaces improve the efficiency and effectiveness of workflows?



01

Can our project change a community?

Key research findings

- A renewed sense of pride expressed by downtown city dwellers and employees.
- Increased activity downtown for concerts in the park, farmers markets and tours of the historic steam plant.
- Employees' sense of connection to coworkers reportedly improved.

Design Impact

Strategic Synergy

1

Downtown
Campus

A move downtown centralized staff and created a focal point for Toledo's downtown community.

Second Chances

32

Years

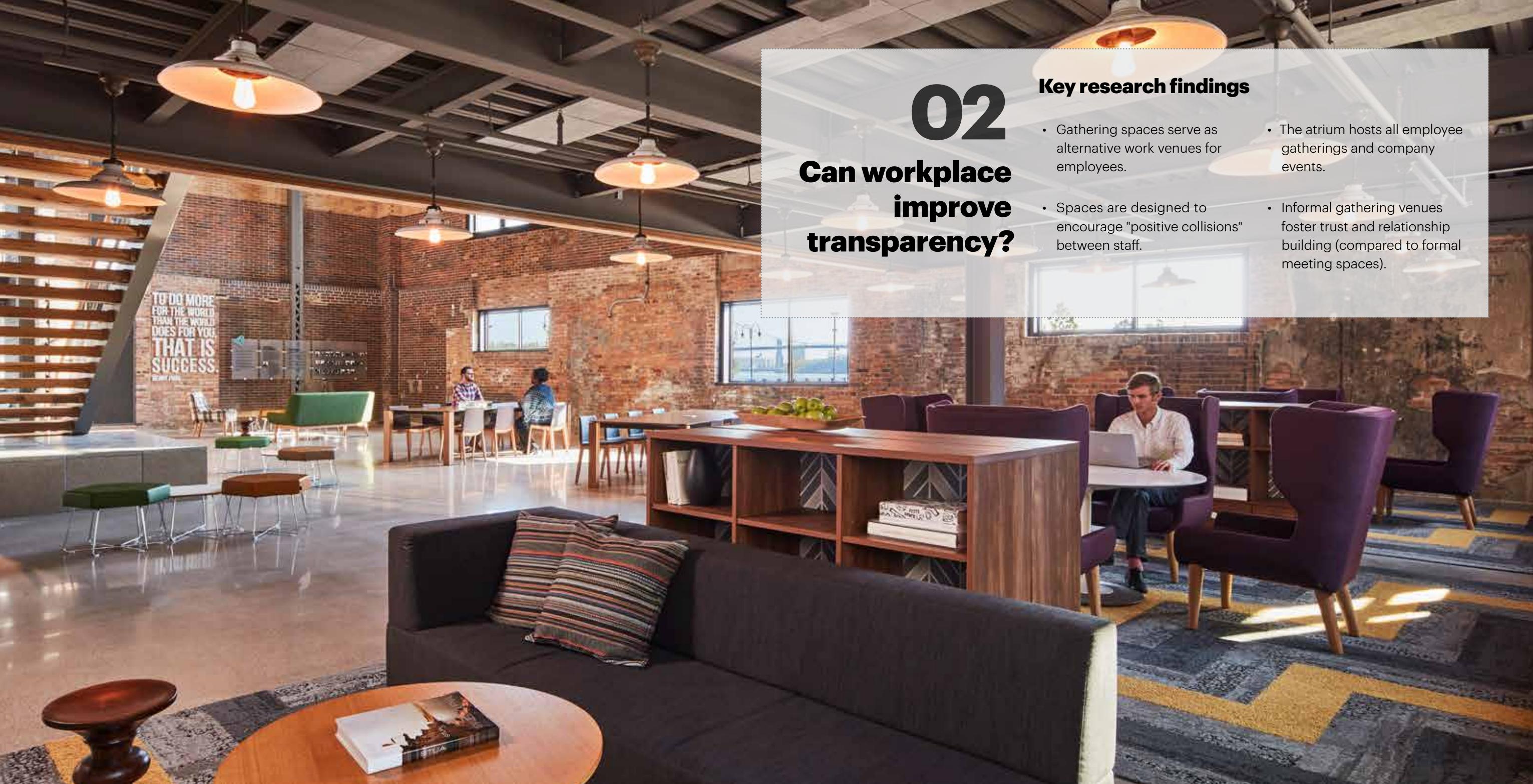
...of vacancy since the historic Toledo Edison Steam Plant was shuttered in 1985.

Tax Credits

\$10M

New Market and
Historic Tax Credits

...were given by the state of Ohio and the Federal Government as the project brought jobs downtown and salvaged an architectural treasure.



02

Can workplace improve transparency?

Key research findings

- Gathering spaces serve as alternative work venues for employees.
- Spaces are designed to encourage "positive collisions" between staff.
- Informal gathering venues foster trust and relationship building (compared to formal meeting spaces).

Design Impact

Choice in Workspace

15

Types of Meeting Spaces

Employees can take work to a variety of alternative work spaces, supplementing assigned offices and workstations.

Flexible Space

334

Person Capacity

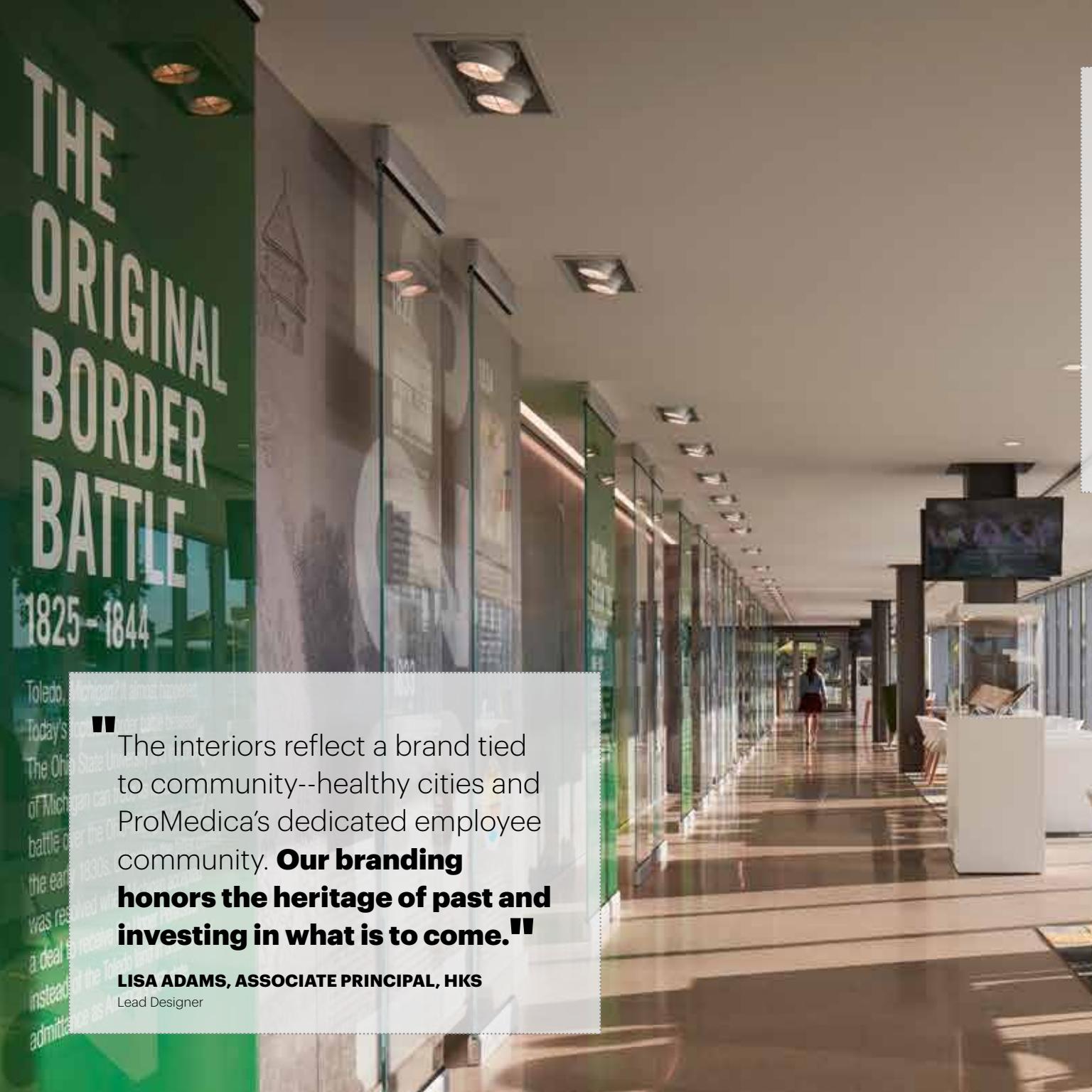
Main atrium hosts training sessions, company meetings and after-hours events on a weekly basis.

Hosting Events

4

Event Venues

So ProMedica can host events with over 100 people in attendance.

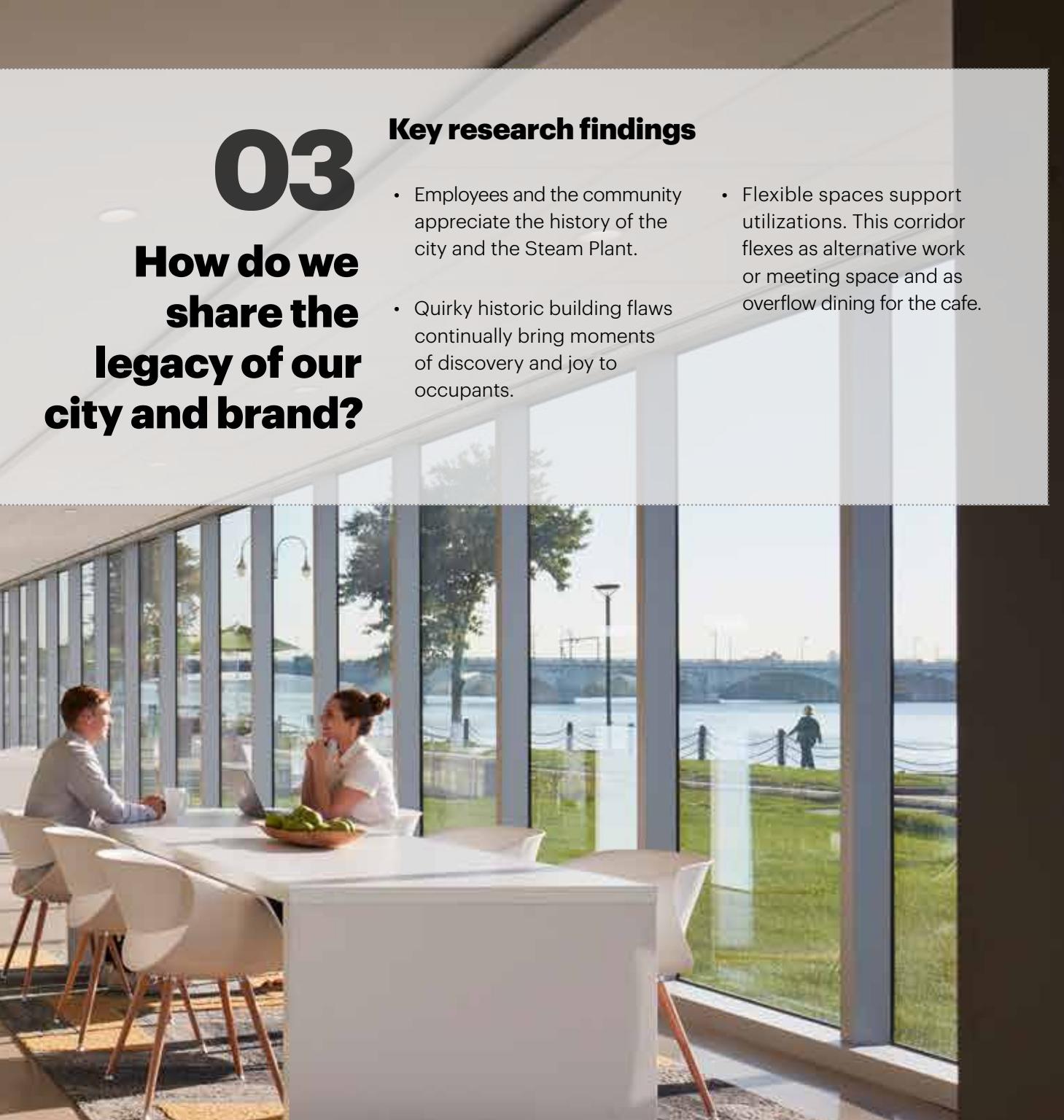


Design Impact

History Corridor

150
Linear Feet

...of a historical Toledo timeline engages those traversing from reception to the main dining space.



Key research findings

03

How do we share the legacy of our city and brand?

- Employees and the community appreciate the history of the city and the Steam Plant.
- Quirky historic building flaws continually bring moments of discovery and joy to occupants.
- Flexible spaces support utilizations. This corridor flexes as alternative work or meeting space and as overflow dining for the cafe.

"The interiors reflect a brand tied to community--healthy cities and ProMedica's dedicated employee community. **Our branding honors the heritage of past and investing in what is to come.**"

LISA ADAMS, ASSOCIATE PRINCIPAL, HKS
Lead Designer

Design Impact

History Corridor

150
Linear Feet

...of a historical Toledo timeline engages those traversing from reception to the main dining space.

Stewardship

16
Artifacts

...of a historical Toledo timeline engages those traversing from reception to the main dining space.

Daylighting and Views

100%

...of workspaces have access to daylight. Windows also express transparency to community and allow the timeline to be shared at all times.



Design Solutions

A Plan for Growth

884 **1000+**

Employees Now

Employees Later

From adaptable benching workstations to forecasted plans for hot-desking, workspaces are designed from day one for growth.

Appropriate & Accessible

1:4

Office:Workstation

Bands of offices and meeting rooms "stripe" the floorplan to create smaller scaled, open-plan neighborhoods. All offices are faced in glass, underscoring a message of transparency and collaboration.

Universal Design

2

Typical Workspaces

One typical office size and one typical workstation create a universal design module, making departmental moves a snap and office envy a non-issue.

04

Can workspace improve efficiency and effectiveness?

Key research findings

- Since move in, email traffic has reportedly reduced significantly and employees report feeling more connected.
- Comfortably scaled, 20 person neighborhoods reduce distractions and encourage team building.
- A balance of focus rooms, huddle areas and meeting rooms support different work modalities.
- All workstations face daylighting and views, factors shown to increase productivity and well-being.

The Bigger Picture

1,000

Jobs brought downtown.

99+

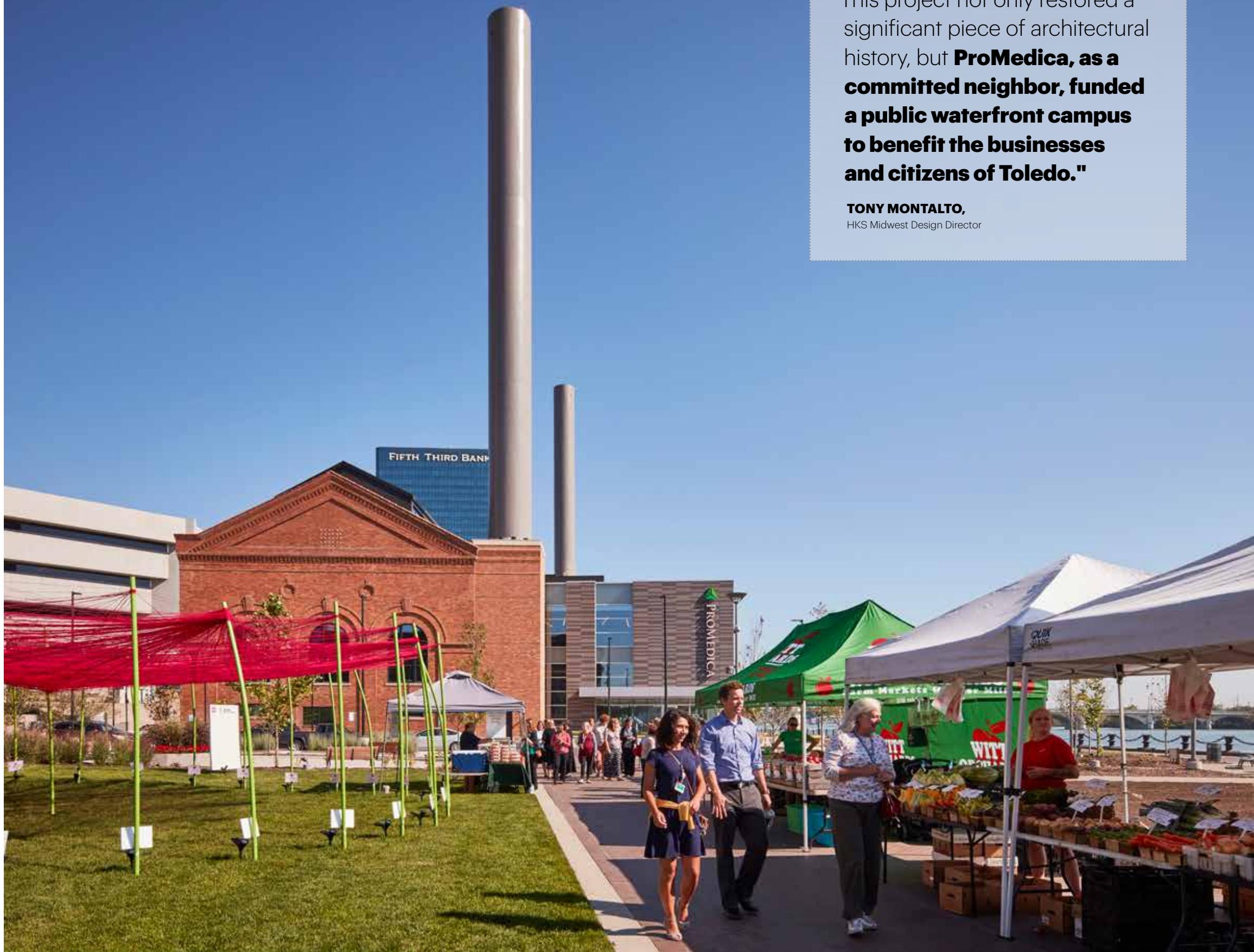
Events hosted by Promedica at Promenade Park since opening the new headquarters.

25

Farmers markets supplying fresh local produce to a former food desert.

12+

Retailers and new developments moving downtown including a 4-star hotel and a \$30M residential development.



This project not only restored a significant piece of architectural history, but **ProMedica, as a committed neighbor, funded a public waterfront campus to benefit the businesses and citizens of Toledo.**"

TONY MONTALTO,
HKS Midwest Design Director

Research Approach

Employee Engagement

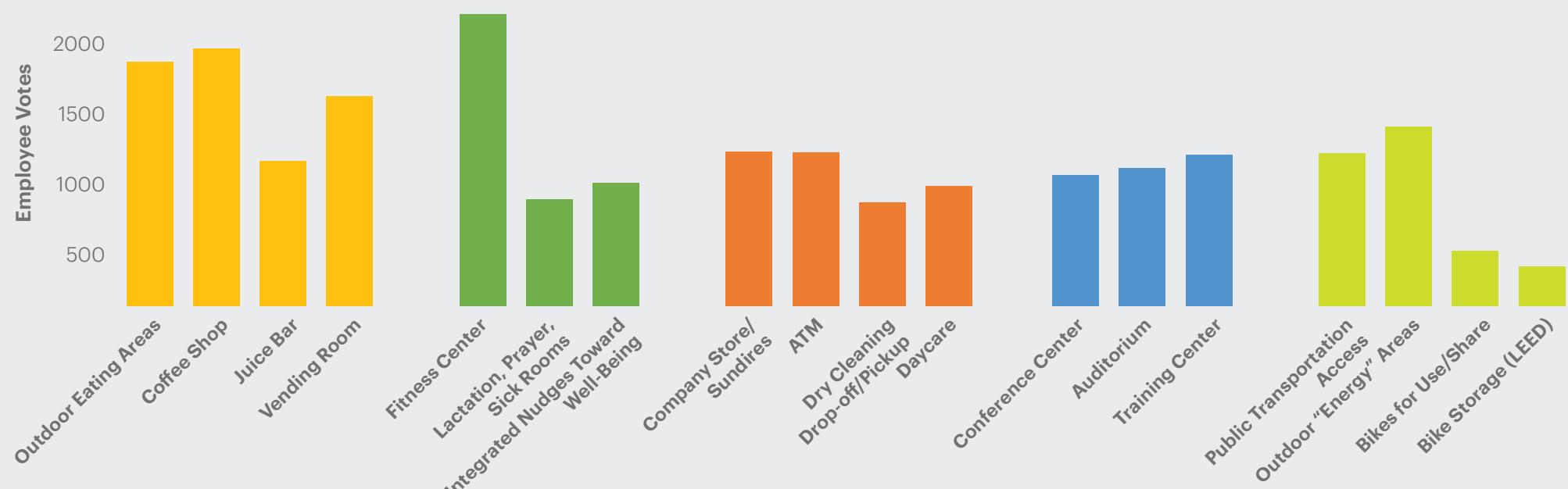
ProMedica invested in an employee engagement initiative to inform design decisions and readiness for the new workspace. Employee ambassadors were nominated by each group scheduled to move downtown. From early schematic design onward, the design team met with the ambassadors to get critical feedback on the needs of the groups and the design progress.

The first steps of engagement included workshops with the ambassador groups to better understand a day in the life of ProMedica's employees. The design team learned what they liked and didn't like about their current workspaces and what their fears were regarding change.

By investing the broader population of employees in the design conversation and direction, ProMedica was able to assuage fears about moving to a new workplace.

Current State Observations

Observations were critical to understanding any unique differences in workstyles or requirements and ultimately helped to inform the design of the nimble and universal workplace neighborhoods. Understanding the exceptions to the norm was critical to testing the success of the universal workstation/office and scalable workplace neighborhood.



Amenities :

1
Food Services

2
Health + Wellness

3
Conveniences

4
Meeting Space

5
Transportation



Results-driven and people-oriented, we look beyond “big-box” statistics and meaningless metrics. Our goal is to capture both the richness and reality of the user experience.

Everyone has his or her own perspective on experience, what today's places should look like and how they should perform. In industries obsessed with metrics, distracted with data and devices, critical of the cubicle and the open office, how do you decide what's best for your end user(s)?

HKS reWORK takes an ethnographic approach to place performance, applying quantitative and qualitative research insights to guide our designs. Our methodology leverages tools like focused observation, interviewing and employee surveys within a third-party perspective to have fresh eyes and an open mind.

Humanizing the science of place.