

ROBINS & MORTON

Healthcare



Building With Purpose[®]

ABOUT ROBINS & MORTON

Robins & Morton is a privately-held construction firm specializing in large, complex projects. Over the past 75 years, our dedication to exceeding our clients' expectations has allowed us to grow from a modest operation into one of the nation's top construction firms.

With more than 1,700 completed projects in 38 states, we have proven experience in healthcare, hospitality, commercial, higher education, government and civic buildings, including new construction and renovation. Robins & Morton consistently ranks among the top 100 largest U.S. builders and as one of *Modern Healthcare* magazine's Top 10 Contractors.

The expertise and passion of our 1,200 team members, our client-first focus and our caring and collaborative culture set

Robins & Morton apart. That combination has made us a leader in the construction industry with more than 80% repeat business.

Robins & Morton consistently ranks as one of *Modern Healthcare* magazine's Top 10 Contractors.

On the Cover

Winter Garden, Florida

Horizon West Hospital

Orlando Health needed to meet the needs of the growing Horizon West communities by building a new medical pavilion on a 74-acre campus. The first step in the project was to construct a free-standing emergency room/diagnostic center/medical office building. Upon completion of the free-standing emergency department, Robins & Morton continued on with construction, completing a 226,000-square-foot patient bed tower component. Throughout the project duration, the team used Lean tools and our Building Forward® approach to promote a sense of collaboration.

A WELCOME FROM ROBINS & MORTON

On behalf of the 1,200 team members who make up the Robins & Morton family, I want to thank you for your interest in our company, and to welcome you to learn more about how we can develop an approach unique to your project.



Since our founding in 1946, Robins & Morton has been dedicated to placing the interests of our clients first, treating everyone fairly and caring about each other as family. By living up to these principles, we have grown from a small Birmingham-based construction firm to a nationally recognized builder.

Four decades ago, Robins & Morton shifted our focus to healthcare construction. We dedicated ourselves to understanding the unique needs of the healthcare sector, and to building lasting client relationships. Since Modern Healthcare magazine instituted their Top Contractors ranking in 1989, we've been consistently among the top 10, earning the #1 spot six times. Today, healthcare represents 90% of our work.

We have created a culture that is focused on customer satisfaction. One of the ways we measure success is by asking our clients to complete a survey through an impartial third-party organization. The results guide us in continuously improving.

Our clients consistently tell us that they feel most satisfied with a construction project when they can maintain an integral role throughout the process. We approach each project collaboratively, keeping our clients informed of every step and making sure that everyone on the project team is working together toward the client's goals. This helps ensure that we not only meet quality, cost and schedule requirements, but that our clients have an excellent experience from planning through project completion.

The construction process is at its best when your builder is a trusted partner, helping as you make critical decisions that impact your organization, your staff and your community. This brochure highlights how we operate and how we strive to become an extension of your team. We've also highlighted a few project examples; each demonstrating the skill and passion that our Robins & Morton team members will bring to your project, as well as their commitment to making a lasting, positive impact.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bill Morton', written in a cursive style.

Bill Morton

Chairman / CEO

We promise

to meet our commitments to our clients,
striving to become a long-term partner
and trusted advisor.

SPECIALIZED HEALTHCARE CONSTRUCTION EXPERIENCE

For more than half of our history, Robins & Morton has specialized in building healthcare projects.

In the past ten years alone, we completed more than \$10 billion in healthcare projects throughout the country. These projects include major new hospitals, complex renovations and additions, freestanding outpatient facilities and facility upgrades. Specialized healthcare construction experience, collaboration with all project team members and the promise to meet our commitments are the keys to the successful completion of each project. Our expertise and collaborative approach ensure we deliver exceptional results – quality construction, on-time within budget and exceeding your expectations.

This steady and reliable performance is the foundation of our relationships, some spanning more than 30 years and numerous projects. More than 80% of our work comes from repeat clients and referrals from those clients are the source of many of our new opportunities.





THE ROBINS & MORTON BUILDING FORWARD® APPROACH

We begin every project as a partnership in which everyone is aligned on meeting the client's goals.

We call that approach Building Forward. It is a formal process involving everyone on the project team to deliver exceptional results. Building Forward engages and empowers individuals at every level, fosters inclusion, promotes sustainability and drives innovation.

Building Forward brings our company's culture of caring about our clients, team members, trade contractors and communities to the forefront. Its guiding tenets – Collaboration, Continuous Improvement, Leadership Development and Creating a Learning Culture – and the integration of Lean practices reinforce our Values and drive us to become better in everything we do.



The jobsite environment fostered by our Building Forward approach helps us deliver exceptional results at every stage of the project.



Charleston, South Carolina

Medical University of South Carolina Shawn
Jenkins Children's Hospital and the Pearl Tourville
Women's Pavilion



Huntsville, Alabama

Huntsville Hospital Health System Campus

PLANNING, DESIGN AND PRECONSTRUCTION

Robins & Morton approaches each project with the knowledge that the most successful are those that involve early collaboration among key team members during planning and design. We work with the client, architect and key trade contractors to establish shared expectations, common processes and a clear management structure. This collaboration

results in a comprehensive plan, including a more detailed, achievable budget and schedule. It also fosters ongoing communication throughout the life of the project.

Additionally, Robins & Morton employs a seamless process of integrated preconstruction: a departure from the traditional idea that preconstruction ends when construction begins. With the preconstruction team working alongside the project leadership team, continually refining plans as a project progresses, we can meet design, budget and schedule goals with greater efficiency.

Our integrated approach and collective team collaboration, combined with our extensive healthcare experience, give our clients the assurance that their project goals will be met.



Robins & Morton has maintained a continuous onsite relationship with Huntsville Hospital for the past 32 years as the campus has grown from 540,000 square feet to over 4,500,000 square feet. As our general contracting partner, Robins & Morton has been an integral part of this growth. All projects have been completed in a cooperative effort, on schedule and within budget. Robins & Morton always has our best interest in mind and ours continues to be a tremendous relationship.”

Rudy Hornsby, Senior Vice President Operations
Huntsville Hospital Health System

PROJECT LEADERSHIP

Building upon the trust established during planning, design and preconstruction, the project team transitions seamlessly into construction. Robins & Morton continues the focus on being a true partner to our clients, in collaboration with design teams and trade contractors. At the same time, we maintain the essentials, including schedule, management, quality control and budgeting.

As project leaders, we draw upon the best practices learned throughout our 75 years of operation, while fostering continuous improvement. The jobsite becomes a hub of innovation, where our teams deliver improvements in communication, quality, cost and scheduling. This also leads to more productive use of talent, greater efficiency with both time and materials, and a safer, more collaborative workplace.

Our project leadership is a combination of proven experience and innovation.



Oxford, Mississippi

Baptist Memorial Hospital North Mississippi

Robins & Morton provided construction management services for the Baptist Memorial Hospital - North Mississippi in Oxford, Mississippi. This project included a five-story, 534,000-square-foot replacement hospital and a 79,000-square-foot physician office building. The project was one of the largest hospitals in North Mississippi at the time of completion with 217 beds. Although the hospital has the same number of beds as the facility it replaces, it affords additional space for new services, the flexibility for future changes in patient care, enhanced patient care and the infrastructure for new technology.



Augusta, Maine

MaineGeneral Medical Center - Alford Center for Health

This project utilized a true Integrated Project Delivery (IPD) contract approach, with a tri-party agreement signed by the owner, architect, and contractor. The IPD team delivered this 640,000-square-foot medical center 10 months ahead of schedule, with budget savings that resulted in \$20 million in value-added features, and achieved a 91% local participation rate.



When you deliver a project under budget, with added scope and ten months ahead of schedule, you are doing something right in the teamwork department. The best thing we did was involving Robins & Morton very early, and having their input in the decision-making process. It was completely invaluable.”

Paul Stein, Chief Operating Officer
MaineGeneral Medical Center - Alford Center For Health

SELF-PERFORM WORK CAPABILITIES

In addition to our construction management services, Robins & Morton has specialized staff with the skills to self-perform concrete, low-voltage, general works packages and other services. By directly managing resources, we can ensure craftsmanship, maintain greater control over scheduling and provide more detailed cost estimates. When we self-perform work, we can better manage expenses from the design stages through completion, delivering projects at lower cost with fewer potential changes.

Even when we do not directly manage the resources, our self-perform experience gives us a deeper understanding of the tangible elements that go into completing a project. We approach the project with the insights of a builder, taking responsibility over the details essential to client satisfaction.

As a proven hands-on builder and experienced construction manager, Robins & Morton brings an added dimension to each project.





Use of virtual mock-ups can serve as a valuable tool during the planning stages of a project. Participants get a sense of being in the actual space, bringing all of the drawings and discussions to life and allowing the opportunity for design insight.

TECHNOLOGY

We use technology to improve the efficiency of our project delivery, reduce errors, increase the accuracy of our estimates and enhance visualizations. This ranges from virtual modeling that allows clients to interact with a design to smart-device apps that connect craft professionals to key project information. Beginning with preconstruction and extending through project closeout, we seek technology and innovative processes to support communication, project management, quality and safety. These tools also assist with seamless transitions among all phases. Most importantly, we use technology that makes sense and clearly benefits your project.

GREEN BUILDING AND ENVIRONMENTALLY FRIENDLY CONSTRUCTION

Robins & Morton strives to minimize our environmental impact and reduce our carbon footprint on every project. We tailor sustainable, knowledge-driven solutions to each client and project. Our design-assist services help clients maximize energy efficiency and minimize operational expenses while our construction procedures focus on decreasing waste and providing healthy, sustainable spaces.

Robins & Morton is a USGBC Silver Member, an Education Provider and frequently ranks among the nation's Top 100 Green Contractors. Our more than 80 LEED Accredited Professionals, LEED Green Associates, Green Globes Professionals and ParkSmart Advisors can partner with architects and other project team members to help clients achieve their sustainability goals.

On every project, including those not pursuing certification, we apply our sustainable jobsite policies and utilize environmentally responsible construction practices and materials.



We are excited to recognize this new 53-bed hospital as HealthSouth's first LEED Gold certified building. In addition to the outstanding architecture and impressive construction work, the Robins & Morton team went above and beyond to assist the Ludlow community. Despite the snowy weather, they persevered to complete construction and open the hospital on schedule. I would like to commend their hard work and professionalism. On behalf of the HealthSouth staff and patients, we would like to thank you again for this amazing hospital building."

Elizabeth Liles Mann, Director - Design + Construction
Encompass Health, formerly HealthSouth



Robins & Morton prefabricated a two-story central energy plant in Raleigh, North Carolina, to achieve an estimated 25% schedule savings and nearly 50% field labor savings.

PREFABRICATION AND MODULAR CONSTRUCTION

Robins & Morton has the knowledge and experience to provide prefabrication and modular solutions, from pre-assembled in-wall-switches to modular central energy plants. Our understanding of design, manufacturing, logistics and installation can help clients realize the cost, quality and efficiency benefits of prefabrication.

Our Holistic Approach

Robins & Morton developed our own holistic approach to prefabrication called SmartFab®.

SmartFab®

SmartFab engages the entire project delivery team – client, designers, Robins & Morton and key trade contractors – to develop a strategic prefabrication plan during the design phase, customized to the specific needs and goals of the project. This creates a more systematic approach to prefabrication that draws upon the insights of key trade contractors and Robins & Morton.

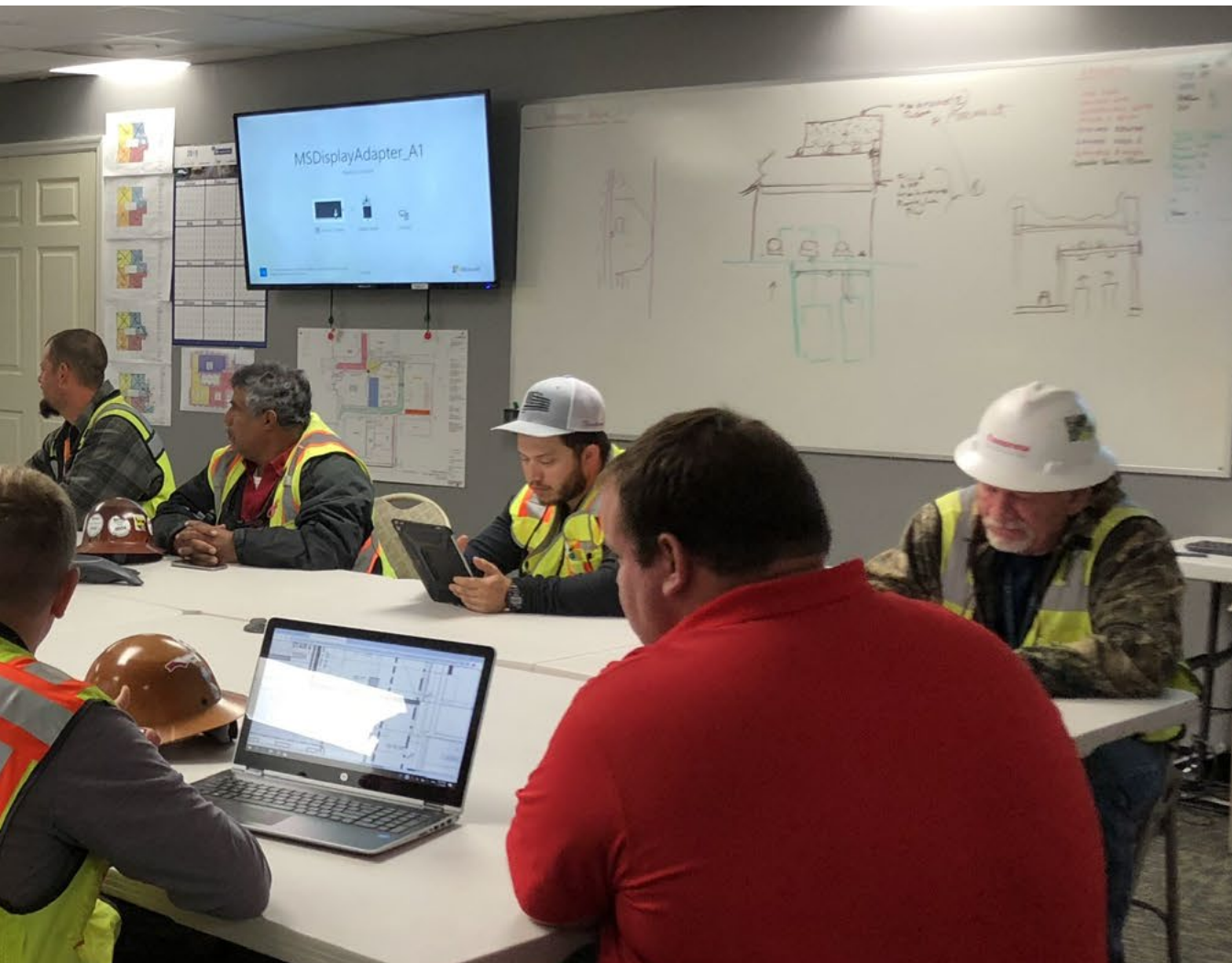
While not every project will be a SmartFab project, the front-end collaboration with Robins & Morton can help clients get the most benefit anytime prefabrication or modular solutions are utilized.



Cleveland Clinic Tradition Hospital (formerly Tradition Medical Center) relied on the experience of Robins & Morton to succeed with a three-phase expansion and renovation that could satisfy the rapidly increasing population of Port St. Lucie, Florida. The high-risk project entailed a vertical expansion built directly on top of and aligned with the existing hospital structure. Directly below the construction site was a maternity department, neonatal intensive care unit and a cardiac catheterization lab, which required careful planning that would keep these units fully functioning and safe.

Port St. Lucie, Florida
Cleveland Clinic Tradition Hospital





This is the most engaged team we have ever had. The culture of collaboration on the project with Robins & Morton is real easy to sum up in my mind – it's family style. We all sit at the table and talk to each other. There are no secrets, and everyone knows they have a voice at the table. We all share the same mission. That's the culture of collaboration.”

Matt Kelly, Director of Design and Construction
Cleveland Clinic Martin Health

Cleveland Clinic Tradition Hospital: Case Study

Scan the QR code on the right to learn more about the collaborative and integrated project team at Cleveland Clinic Tradition Hospital.





Myrtle Beach, South Carolina
Tideland Health
Rehabilitation Hospital
Encompass Health



Macon, Georgia
Navicent Health
Beverly Knight Olson
Children's Hospital



El Paso, Texas
Hospitals of Providence
Transmountain



Wesley Chapel, Florida
AdventHealth Wesley Chapel





San Antonio, Texas
**North Central Baptist
Hospital, Baptist
Orthopedic Hospital**



Miami, Florida
Nicklaus Children's Hospital



SAFETY

Robins & Morton is committed to providing a safe and healthy work environment for all who are touched by our business.

By focusing on human behavior and the workplace factors that influence those behaviors, our Human Performance-based operating philosophy goes beyond traditional approaches to safety management. We know that, even with training and established procedures to guide our work, people make errors. Understanding Human Performance helps us recognize ways that the work environment drives behaviors, and to better understand what leads people to do what they do and why. Through continuously learning from each other and our workplace, we can reduce the likelihood and potential severity of workplace incidents by identifying situations that can contribute to human error. This approach engages everyone in reducing at-risk behaviors, creating a stronger and more sustainable safety culture.

Our safety culture encompasses a commitment to each other. That shared responsibility is conveyed to each team member on the jobsite through onboarding and daily communication and collaboration among team members. This includes their responsibility to report any at-risk behaviors or conditions. In addition, effective task planning and training, as well as coordination among team members, help ensure that tasks are carried out safely.





A range of safety management tools reinforce our safety culture and support our Human Performance operating philosophy, including:

- Safety recognition and fair accountability programs
- Performance coaching
- Event learning and sharing of lessons
- Leadership engagement

All these efforts contribute to continuous improvement and operational excellence.

SUSTAINABILITY AND CORPORATE RESPONSIBILITY

Robins & Morton is committed to triple-bottom-line sustainability, balancing our environmental, social and economic responsibilities and bringing that commitment to every project.

We recognize our responsibility to:

Protect our shared natural resources and reduce our environmental impact.

Our Creed binds us to respect the rights and property of others and to be good citizens. This requires that we be responsible stewards of the environment. We strive to reduce our environmental impact, including our carbon footprint.

Care for our people, our clients, our industry partners and our communities.

Our social responsibility includes:

- Ethical business practices and a promise to keep our commitments
- A safe, inclusive and collaborative workplace
- Fair and just treatment for our industry partners
- Making a lasting, positive impact on communities through the things we build and the causes we support

Generate a fair return on investment for our shareholders and retained earnings for future growth.

Our economic responsibility includes competitive wages and benefits to our people, a fair business relationship with our industry partners and the multiplied economic impact of wages and purchases on the communities where we work.

Concord, North Carolina

Atrium Health Sanger Heart & Vascular Institute



At the end of the day, I would have to put Robins & Morton as one of the best I've ever worked with. I really think it goes to their family-owned structure and their commitment to taking good care of their customers and their employees. There is a continuous effort to improve and experience new delivery methods and they are certainly leading the industry in their commitment to Lean.”

Brad Lucas (Retired), Senior Project Manager
Atrium Health

INNOVATION

Robins & Morton seeks new processes and technologies that benefit our clients while encouraging the creativity of our people. To us, innovation includes empowering our team members to exercise their talents and skills in new ways. We believe that supporting their ideas can ultimately benefit our projects, clients and the industry.

Although encouraging forward-thinking ideas is inherently a part of our culture, we promote the practice more tangibly through a designated support team to help bring concepts to life. Several of our offices also feature collaborative technology and innovation labs.

We're proud of the things that our team members have been able to accomplish — ranging from creating new software to reporting research and development findings to industry peers.

Innovation is making our projects faster, safer and more value-driven.



Giving With *Purpose*

When Robins & Morton team members begin a project, it comes to occupy a big part of their lives and their involvement goes beyond work hours.


They become part of the community, giving their time to service projects and organizations that support their neighbors.

Caring is part of who we are, and we know that we are building more than a healthcare facility; we are helping to build a stronger community.

The Robins & Morton Giving With Purpose program encourages team member engagement and supports community involvement through grants and in-kind donations.

Giving With Purpose is one more way we can have a positive, lasting impact.





Miami Beach, Florida
**Mount Sinai Medical Center
Skolnick Surgical Tower**

Robins & Morton completed the \$145 million patient tower addition and emergency department at Mount Sinai Medical Center in Miami Beach, Florida. Built to withstand category 5 winds and generate its own power to last up to four days, this hospital was designed with patient care in mind. The seven story world-class tower was comprised of 12 operating rooms and surgical department support space including 40 intensive care unit beds and 154 private rooms with prime bay views. The 34,000-square-foot Hildebrandt Emergency Center can now accommodate 50,000 more patients each year than the previous facility.

Thank you.

Thank you for taking the time to learn about our company, our healthcare construction expertise and our approach to delivering exceptional results on every project.

We are confident you will find that the unique combination of our collaborative culture and extensive experience, along with our team's healthcare construction focus and knowledge, can bring value to your next project.

Starting with preconstruction and carrying all the way through completion, we facilitate a project environment that promotes:

Trust among all team members

A vigorous and open exchange of ideas

A relentless pursuit of quality and continuous improvement in everything we do

A commitment to provide economic opportunities for trade contractors, workers and businesses in the local community

We know that it takes more than completing the project safely, on-time and within budget to become a valued partner. Our integrated and collaborative approach enables us to function as an extension of your team. Our experienced and passionate people will share your goals and vision. It's our Building With Purpose® commitment, and it's how we exceed expectations.



We deliver exceptional results on every project, making a lasting, positive impact on our clients, communities, people, business partners and our industry through the things we build and do.

**This is our
Building With Purpose[®]
commitment.**

OUR VISION

To be the construction services provider of choice by delivering superior value.

OUR MISSION

Exceed the expectations of our clients and our people.

OUR VALUES

Integrity
Safety
Client-Focused
Excellence

OUR CREED

TO OUR CLIENTS:

Fairness and our best efforts to achieve a first-class job.

TO OUR PEOPLE:

Growth opportunities to reach their personal potential and career goals, rewards for their performance, and a positive climate for work and family.

TO OUR INDUSTRY PARTNERS:

Fair and just treatment and a collaborative effort.

TO THE PUBLIC:

The conduct of a good citizen; respect for the rights and property of others.

TO OUR SHAREHOLDERS:

A fair return on their investment and retained earnings for future growth.

ROBINS & MORTON

robinsmorton.com

Preconstruction

Construction Management

General Contracting

Design-Build

Integrated Project Delivery



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