

'BEST PRACTICES'

CATHRYN BANG + PARTNERS

Healthcare Architecture Planning Interiors

Progressive Expertise Exchange of New Ideas Transformation



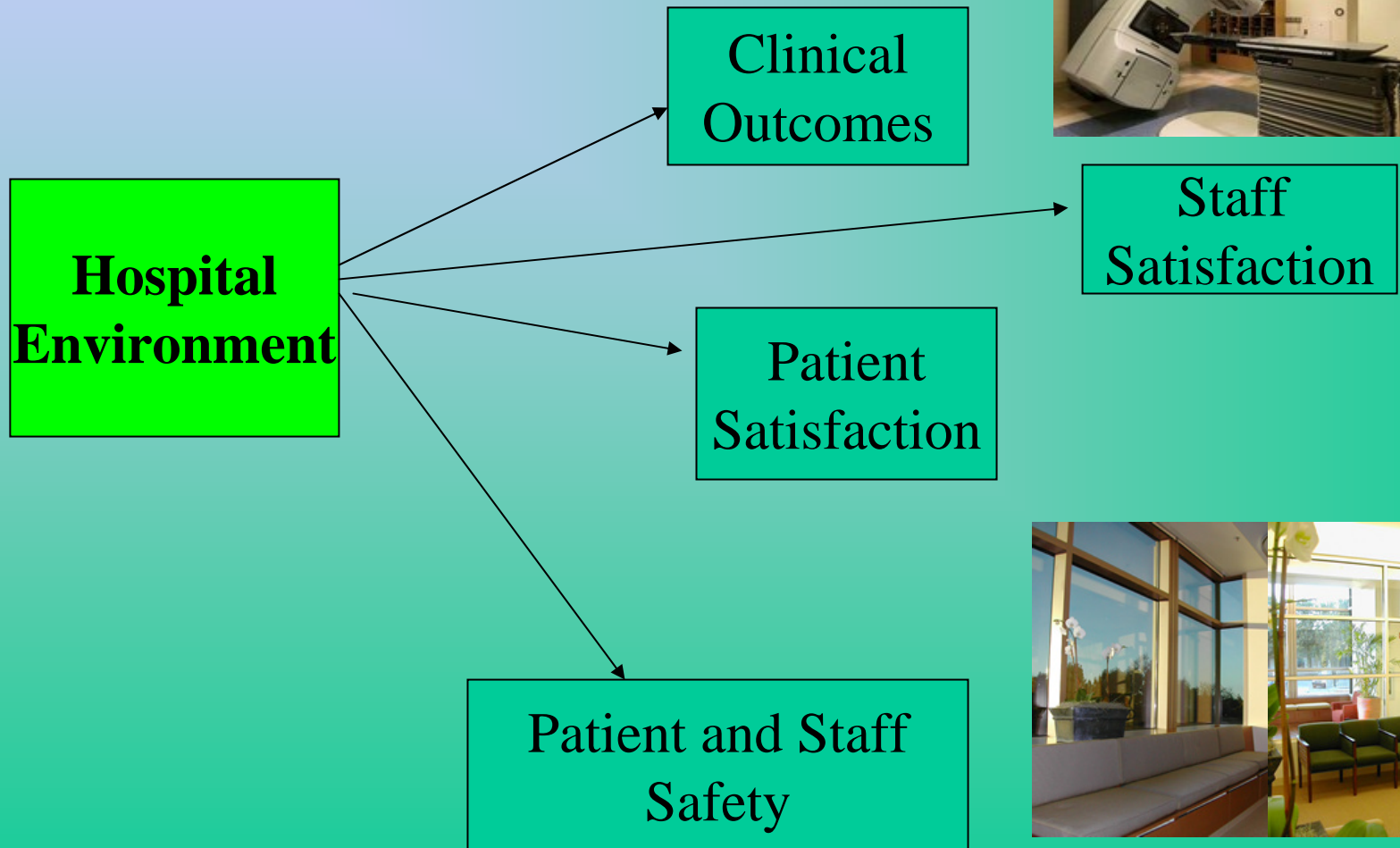
HOSPITAL EXPANSION

Will **not** be the same

Need to create **change**



Hospital Environment



Consumer Expectation

- Consumers more savvy
- Baby boomers
 - We want what we want
 - Superior quality at reasonable prices
 - We want it now
- More choices in selecting a health care facility



Competition

- Development of specialty hospitals
- More services in physician offices
- Competition by niche providers
- Physicians & staff have more leverage



Technology

- Rapidly developing technology
- Need for more complex medical equipment & computer systems makes it harder to retrofit old spaces
- Imaging technology is becoming more pervasive



Vision for Customer Satisfaction

- Enhanced patient experience
- Home-like surroundings
- Hotel-like amenities
- Family-centered care – improves recovery time & reduces cost of treatment
- Complimentary therapy – acupuncture & massage
- Enhanced patient experience



Vision for Safety

- Enhanced patient safety through
 - Physical environment
 - Operational processes
 - Technology
- Prevention of medical errors
- Improved infection control



Vision for Staff Satisfaction

- Improved recruitment of physicians and nurses
- Enhance physician relations
- Better interdepartmental cooperation and integration



Vision for Efficiency

- Improved patient flow
- Better patient management
- Accommodate acuity changes, patient comfort & bedside technology
- Clustered patient rooms, supplies and support



Vision for Financial Success

- Increased capacity
- Responsive to community needs while creating competitive advantage
- Attract new, better-paying customers
- New hospital becomes center of community



Vision for Flexibility

- Anticipate changes and advancements not yet invented
- Opportunities to expand and redeploy space as needed
- Designed to easily expand in future
- Added flexibility to manage future variations in demand



Vision Elements

- Space designs are becoming larger
- Retail space – appeals to consumers who are more accountable and more active in spending health care dollars



Vision Elements

- Healing gardens
- Easier orientation and navigation
- Space for personal belongings
- Wireless telephone systems & Internet access
- Infrastructure for centralized databases and other information technology needs



Possible Outcomes

- Increase in capital spending may provide return on investment quickly
 - Improved care quality
 - Superior patient safety
 - Enhanced staff satisfaction
 - Market share growth
 - Philanthropic giving multiplies
 - Utilization is healthier



Patient Satisfaction

Strategic Parameters Report

Key Theme	Parameters
(1) Patient/Family	<ul style="list-style-type: none"> • Provide both acoustical privacy (confidential conversations) and personal privacy (sensitivity to patient dignity) for the patient and family. Privacy should be accommodated but not limited to the following: <ul style="list-style-type: none"> - Private patient rooms - Separation of noise producing functions from patient care areas - Adequate acoustics for treatment, exam and consultation rooms - Provisions should be made for appropriate patient gowning areas. • In keeping with the “patient first” philosophy, the following should be considered: <ul style="list-style-type: none"> - Patient should be informed in advance to expect a far greater amount of contact with medical and nursing staff than would be experienced in a non-academic medical center. Presently, some notification is already happening, but there needs to be more of a joint responsibility that includes both staff and physicians creating a more encouraging atmosphere. - Provide patients with an information card upon arrival that would tell them who all the members of their medical team are and what to expect with their care program. • Provide Private Patient Rooms <ul style="list-style-type: none"> - All rooms should be “zoned” with distinct areas for staff use, patient care and family use. - Lighting should be adjustable and indirect for patient comfort. - Rooms should include writing surfaces, phones and internet access. • Patient should have secure access to medical records, information & education (HIPAA-driven). In the future, if electronic access is to be provided, the hospital will need to have a written policy and a set of controls to protect all information on the system. • If video-taping capabilities are provided in the patient areas, they should not conflict with the patient’s right to privacy. Portable equipment used only with the patient’s consent would be more appropriate.

Parameters for the “Ideal Patient Encounter”

Key Theme	Parameters
(1) Patient/Family (cont'd)	<ul style="list-style-type: none"> • Transportation of patients to a larger room for teaching purposes is not recommended. • Food Service <ul style="list-style-type: none"> - Offer room service where patients can order from a menu and be served within 45 minutes. This service should also be available to family members. - A small pantry or galley with a refrigerator should be provided to give the family some control. • Family Accommodations <ul style="list-style-type: none"> - Decentralized waiting areas should be provided for the families. - Access should be provided to a Learning Center or Health Resource Center. - Beepers, alpha pagers or wireless phones should be considered for family members so they can move around without fear of missing an important contact with the care team. - A food court concept should be implemented for the visitor's cafeteria (provide options for a variety of ethnic groups). - Provisions should be made for both overnight stays in the patient room and family sleep rooms for appropriate areas (i.e., NICU, PICU, other ICU's). - For a national and international community, the hospital is currently affiliated with nearby hotels for accommodations. This service should be offered more often and made more accessible, but staff should make sure family members clearly understand that neither their insurance nor the Medical Center will be paying for it. - Provide places for meditation / spirituality. • Patients should be provided with pagers, phones or some other tracking device so that if they move around the facility, they can be easily contacted for any required tests, exams, consultation, medication, etc. • The use of natural light and views to the outside is an important patient satisfaction issue. Gardens, sunrooms, courtyard spaces, etc. should be considered in the design and open access should be provided.

Parameters for the “Ideal Patient Encounter”

Key Theme	Parameters
(1) Patient/Family (cont'd)	<ul style="list-style-type: none"> • The type and quality of artificial lighting is an important patient satisfaction issue. • Not all parts of the Planetree Model would be successful, especially in a major academic medical center, but there is a desire to continue to look at patient-focused models to further glean ideas and best practice for inclusion in the project.
(2) Operations	<ul style="list-style-type: none"> • Point of care services should be provided. • A survey of visitors showed that there was little objection to restrictions on visitations. The patients also preferred to have certain times when no visitors were allowed. With private patient rooms and improved security, visitor hours would probably not be much of an issue (i.e., visitors could come and go as they please without disrupting other patients). • Minimize patient transportation and distance (Most breakdowns that occur during a patient's encounter take place during "hand-offs" and transitions). • Separate horizontal and vertical circulation should be provided for Public, Patient/Staff & Material transport. • Decrease waiting anxiety <ul style="list-style-type: none"> - Avoid large and impersonal waiting rooms. - Sub-waiting rooms should be provided in the Diagnostic and Treatment areas. • Security <ul style="list-style-type: none"> - Provide a single main entrance with a visible and immediately accessible information desk. Currently, there is an additional "At Your Service" desk that is liked by customers. - There should be visitor controls, such as card key pass issued to the family during the patient stay.

Parameters for the "Ideal Patient Encounter"

Key Theme	Parameters
(3) Processing	<ul style="list-style-type: none"> • Patient Registration and Tracking <ul style="list-style-type: none"> - Bedside admitting is already being done and should continue in the new facility. - There is a need for a patient identification / tracking system that verifies the patient's identity and other pertinent information. • A discharge lounge to improve patient room availability is not ideal, because of liability concerns as well as transport and staffing issues. It would be worse to move a patient to a discharge lounge too early and then have to re-transport and wait until the patient was fully ready. • Additional assistance for taking patients home when they are ready should be provided to help free up beds sooner (i.e. van transportation).
(4) Other	<ul style="list-style-type: none"> • Use of focus groups by product line can be an effective tool in patient satisfaction development. Physician and staff behaviors can be improved, and patients have a greater sense of satisfaction. Focus groups programs are even known to become a source of donors. • Customer service orientation for staff and physicians should continue to be a key institutional goal. • Parking should be planned for patient convenience (clear, accessible, adjacent and secure). • Valet and tram services should continue, but how extensive the services need to be will be based upon the master plan parking solution. • Adequate short-term parking should be provided near the discharge area.

Parameters for the “Ideal Patient Encounter”

Key Theme	Parameters
(4) Other	<ul style="list-style-type: none">• An intuitive wayfinding system that is promoted by the site layout and building design, should be a high priority.<ul style="list-style-type: none">- Provide clear access.- Use light to reinforce wayfinding.• The lobby areas should be divided into smaller seating groups to provide greater privacy and a more comfortable homelike setting. 

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