

**PURPOSEFUL:**  
AN ARCHITECTURE IN  
HEALTHCARE WORKSHOP

MAY 15, 2019

Report Out



# Executive Summary

## The Idea Behind “Purposeful”

Venue:  
A place where an event occurs. (synonym: a **purposeful** space)

Process:  
A series of actions intended to produce a result. (synonym: a **purposeful** activity)

## Problem Statement

*Healthcare design is extremely complex, and there is much at stake.*

In healthcare, venues and processes have to work together. Because health care delivery processes can be complicated and interdependent, detailed design often produces unique solutions that are tightly tied to a specific way of working.

Change happens slowly in the design of health care venues and processes. The cycle time for change and innovation is long. By the time new ideas come to light, they are already five to ten years old. Improvement can be slow to occur.

When past solutions are successful, they become examples for future process and venue designs. Professionals, including designers, providers, and owners, want to minimize risk by repeating past successes. Hence, when we do our work in the real world, future solutions tend to mimic past solutions.

## The Brief

In an effort to discover ways to shorten the cycle of constructive change and innovation in healthcare design, we asked participants to take a risk-free leap into the near future by proposing new design ideas to change venue and process, set in an actual multi-story, 1960s-era, non-compliant acute care medical campus.

The goal was to generate creative solutions, realistic but unencumbered by limitations of reality that often keep us from thinking beyond our last project.



## When

Wednesday, May 15, 2019

## Where

Pacific Design Center, 8687 Melrose Ave., West Hollywood, CA 90069

## Agenda

7:30 – 8:00 am: Check-in, Table Assignments and Breakfast  
8:00 – 9:00 am: Welcome and Introductions  
9:00 – 11:30 am: Design Charette  
11:30 – Noon: Working Lunch  
Noon – 1:30 pm: Charette Report Out and Questions  
1:30 – 2:00 pm: Owner Feedback and Closing Remarks

## The Workshop

The PURPOSEFUL Workshop brought together healthcare industry leaders with projects throughout Southern California to brainstorm realistic, but also far-sighted implementable solutions that overcome obstacles to much-needed change in the healthcare industry. Through an interactive design charette, participants uncovered how a hypothetical decommissioned hospital facility that has outlived its original function could be re-imagined and re-purposed for new uses.

Who Attended: 100 participants included healthcare system and facility executives, care providers, architects, engineers, design and construction industry professionals, students and emerging professionals.

Charette Process: Participants were grouped into multidisciplinary teams of 10 at each table. Two tables were led by five owner facilitators. In a hands-on manner, attendees collaborated with the owner facilitators to generate innovative solutions set in a real-world context, but unencumbered by limitations of reality. Together, they established their Goal, identified Obstacles and Opportunities, developed Strategies and Implementation Tactics, and illustrated their Design Aspirations with bullet points, diagrams, and sketches.

Report-Out Presentations: Each of the 10 tables presented how their concepts and schemes offered a fundamental benefit to patients, providers and caregivers, visitors, and the community, encompassing care quality, time savings, cost reduction, convenience, process improvement, sustainability, technological advances, and human experience.

Owner Feedback: The five owner facilitators were truly appreciative and proud of what their groups came up with. They expressed the need for more hands-on, ideas-generating conferences to supplement the many networking events that they attend throughout the year.

# Client Facilitators

**Andrew K. Moey**

Assistant Deputy Director  
Los Angeles County Public Works

**Andy Moey** has been with the County for 19 years and has led projects ranging from the County's Senate Bill 1953 program, the Martin Luther King, Jr. Inpatient Tower and Multi-service Ambulatory Care Center projects, South Public Health Center Replacement, Olive View-UCLA Medical Center Emergency Services Replacement and TB Unit, and the Harbor-UCLA Surgery/Emergency Replacement projects. His current projects include the Harbor-UCLA Outpatient Building and Hospital Tower, the Martin Luther King, Jr. Behavioral Health Center, and Restorative Care Villages throughout the County. Under his leadership, the County developed four County hospital master plans.

**Eric Brown**

Director  
Scripps Health  
Corporate Construction

**Eric Brown** oversees the collaborative development of Scripps Health's multi-billion dollar "2030 Master Plan." As Director of Corporate Construction since 2007, Eric manages all capital project teams for Scripps Memorial and Green Hospital campuses in La Jolla, CA. His portfolio includes the completion of over \$1 billion of major equipment replacements, room and department remodels, parking structures, medical office buildings, seismic retrofits, specialty clinics and new hospital patient towers. Through his extensive knowledge of critical care environments, hospital operations, OSHPD, and CDPH, Eric has been able to make significant impacts to the physical environment of health care delivery in San Diego.

**Michelle Bernard**

Director  
Providence Health Institutional  
Planning,  
Real Estate Strategy  
and Operations

**Michelle Bernard** leads the master planning efforts across the Providence St. Joseph Health & Services organization. In collaboration with Providence's in-house design team and external partners, Michelle oversees the development of space standards and programming, and high-level, system-wide architectural support. Using a consistent planning approach and methodology, she brings together local and regional leadership to develop long-term facility solutions. In addition to master plans, Michelle also supports local ministries on various planning, expansion, and upgrade projects. With 15 years of strategic health care experience in non-profit healthcare and consulting, she has conducted over 25 strategic and facility master planning projects.

**Sean Collins**

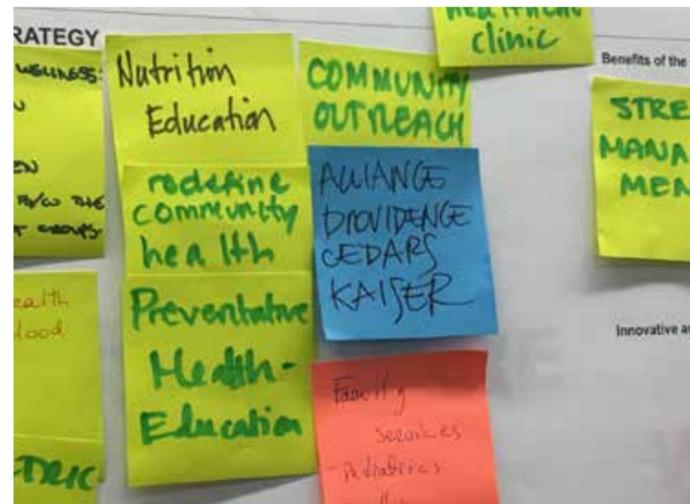
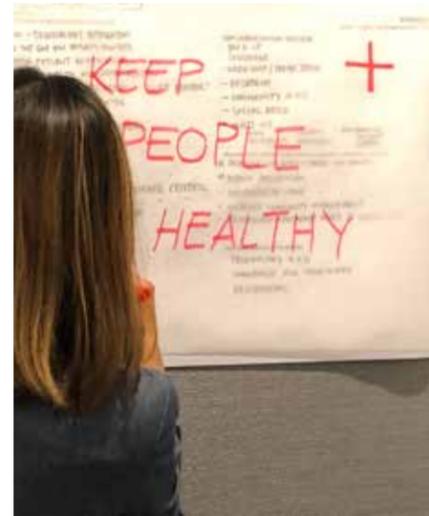
Executive Director  
Cedars-Sinai  
Facilities, Planning, Design and  
Construction (FPD&C)

**Sean Collins, AIA, LEED AP** is responsible for the operational development and management of capital projects from initial concept and design, through construction and project closeout for the Cedars Sinai Medical Center and surrounding licensed clinics, research labs, administrative functions and support facilities, including Cedars Sinai Marina del Rey Hospital, the Medical Network and its affiliates and joint ventures (California Rehabilitation Center, Torrance Memorial Hospital and Providence Cedars-Sinai Tarzana Medical Center). Sean and his team collaborate closely with executive medical center and health system leadership, design, planning and medical staff to deliver high-value care within a high-quality environment.

**Sunil Shah**

Vice President  
Kaiser Permanente  
National Facilities Services  
Facilities Strategy,  
Planning and Design

**Sunil Shah** oversees a \$30 billion capital planning and design portfolio across all nine Kaiser Permanente regions. In his executive role, Sunil has been a key player in the development of numerous innovative design projects that include the Small Hospital Big Idea competition, the award winning Anaheim Radiation Oncology Center, and the Reimagining Ambulatory Care Design work. He has over 34 years of hospital design and program management experience, including 30 years in various positions throughout Kaiser Permanente.



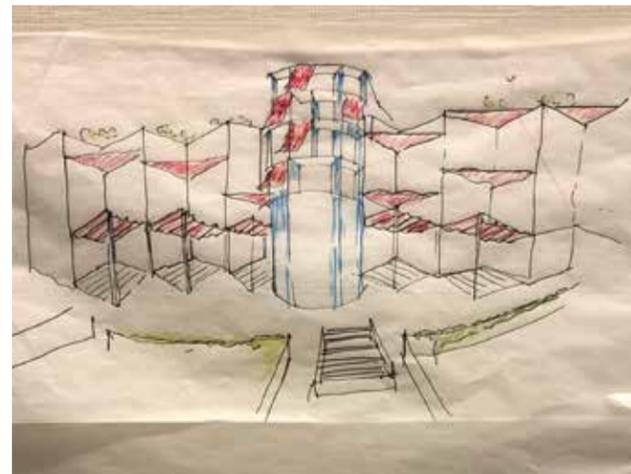
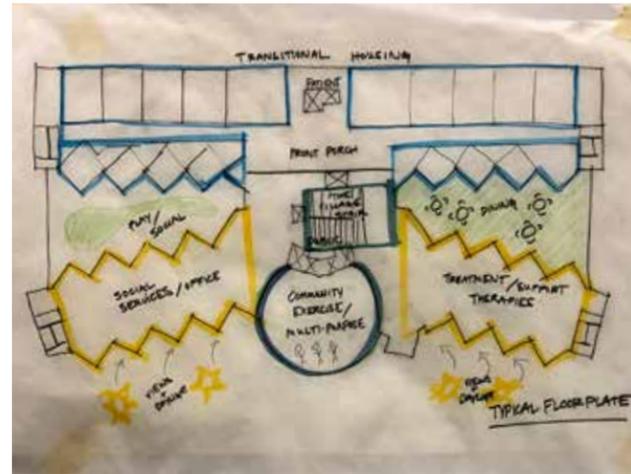
# Facilitator: Andy Moey - Los Angeles County Department of Public Works

Brief: Provide a center that addresses the behavioral health needs of the community

## Table 1: The Village People

STRATEGY	
<b>The Goal</b>	<ul style="list-style-type: none"> <li>To support the path to mental wellbeing into the community</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Create a "village" with program elements and shared services that support a continuum of care and social good</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Speed to market</li> <li>Partnerships with local schools and general providers to catch issues before they rise to crisis</li> <li>Develop a prototype</li> <li>Co-op model to financially support the model</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Cost savings due to no recidivism</li> <li>Center of Excellence for all county groups</li> <li>Provide jobs to the community</li> <li>De-stigmatize mental health</li> </ul>
SOLUTION	
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Retail competition/opportunities</li> <li>Safe access to building/street frontage</li> <li>Funding/licensing</li> <li>Labor costs/schedule</li> <li>Daylighting interior</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Sawtooth feature of facade</li> <li>Recycling existing building to reduce carbon footprint</li> <li>Convenient public transit</li> <li>Delivery approach with value alignment</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Co-op concept with incentives</li> <li>Tie into educational system</li> <li>Lease out venue space for revenue</li> <li>Food/crafts/wellness sales</li> <li>Amazon Locker approach</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Integrate local artists</li> <li>Green plazas and roofs for community gardens, farmers markets, etc.</li> <li>Activate adjacent village and street to create a village square</li> <li>Open up facade</li> <li>Resiliency in times of need</li> <li>Variety of areas for physical well-being</li> </ul>

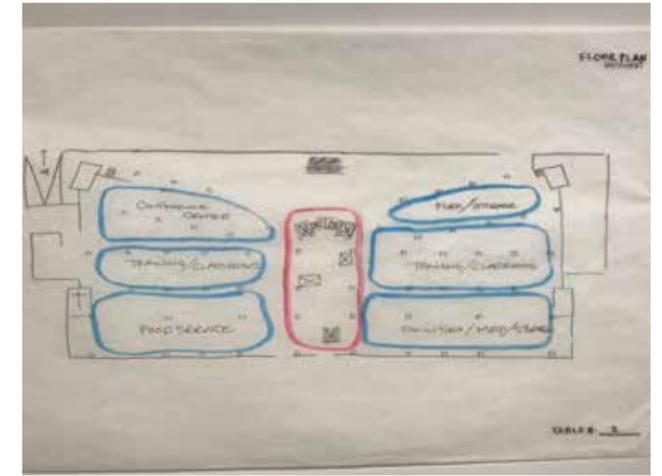
## DESIGN RECOMMENDATIONS



## Table 2: Community Benefit Project

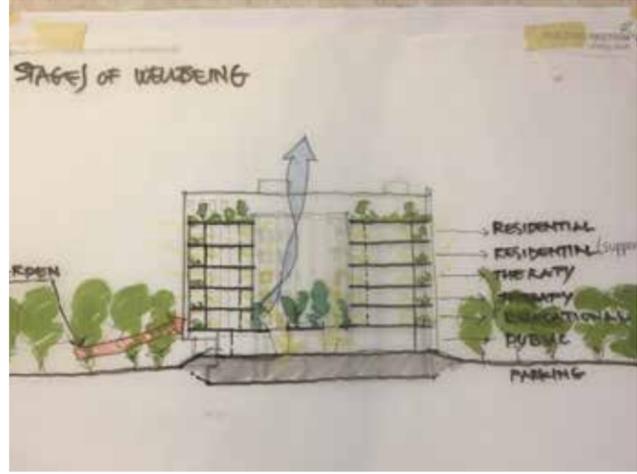
STRATEGY	
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Support the local community</li> <li>Re-purpose/activate unused buildings</li> <li>Integrate public/mental health depts.</li> <li>Sustainability, durability, resiliency</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Engage community, multiple agencies</li> <li>Speed to market</li> <li>Strategic partnerships (Private sector/community organizations)</li> <li>Mixed-use</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Modular construction</li> <li>Phased construction</li> <li>P3/Developer partnerships</li> <li>Purpose-driven tenants/local</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Improved visibility in the community</li> <li>Inclusive environment</li> <li>Natural ventilation, improved daylighting</li> <li>Social score/Peer Review/Accountability to the county's mission</li> </ul>
SOLUTION	
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Lack of daylight on ground floor</li> <li>Deficient vertical circulation, wayfinding</li> <li>Site access, poorly located entry</li> <li>Pedestrian safety - bisecting road</li> <li>Deficient parking</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Daylight access in tower and skylights</li> <li>Walking distance to Metro station</li> <li>Roof garden farming</li> <li>Restorative Care Village</li> <li>Art classes, gallery, education, training)</li> <li>Housing/hospitality</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>On-site Property/Residential Manager, County operations</li> <li>Residents' work/support services</li> <li>Self Service Kiosks (Tech)</li> <li>Transitional Services Management</li> <li>Resident/Hotel services management</li> <li>Live/Work in building to decrease costs</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Enhance entry, pedestrian accessibility</li> <li>Mixed-use/hospitality ambience</li> <li>Healing environment/garden rooftop</li> <li>Acoustics</li> <li>Living Building Challenge-Certified</li> <li>Circadian Lighting</li> </ul>

## DESIGN RECOMMENDATIONS



**Table 3: Healthcare is a Human Right**

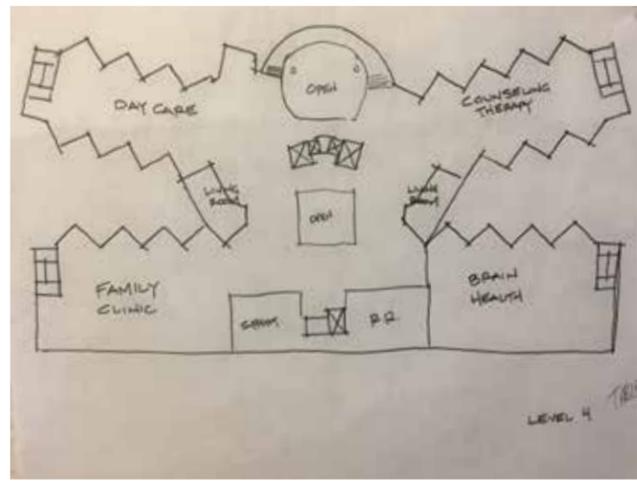
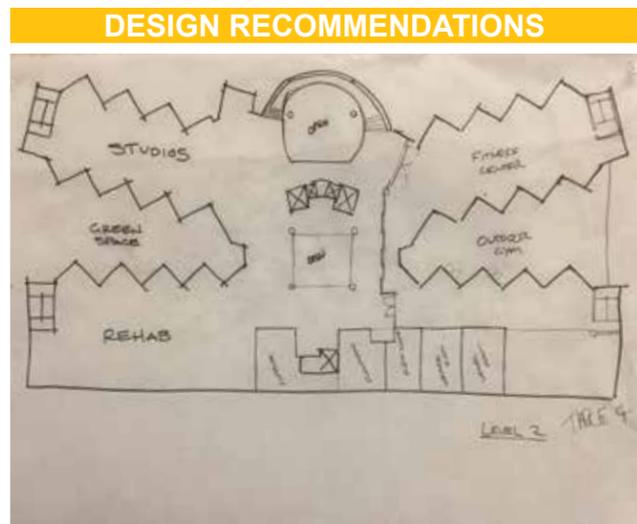
	STRATEGY
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Cultural epicenter of mental wellness</li> <li>Root-cause support</li> <li>Re-visioning the community</li> <li>De-stigmatize</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Focus btw different community groups</li> <li>Preventative Care education &amp; support services, including Behavioral Health</li> <li>Redefined community health</li> <li>Family services, pediatrics, counseling, nutrition, education</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Light + Art + Nature = Connection</li> <li>Eliminate false separation</li> <li>Reconnect people and foster community</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Stress management</li> <li>Universe of health</li> <li>Support local community &amp; education</li> <li>Mentorship program for job-shifters and young adults</li> </ul>



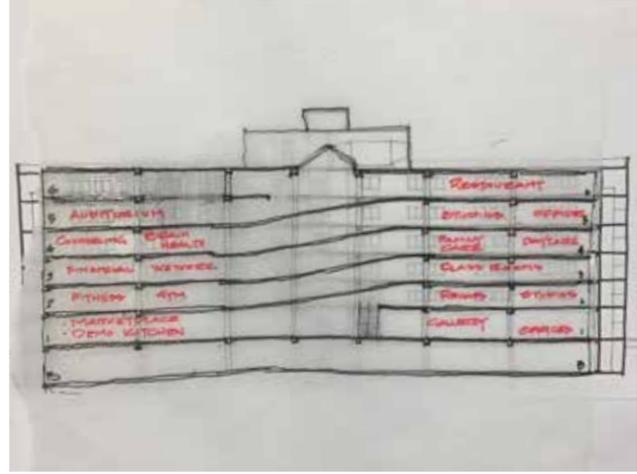
	SOLUTION
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Mixed patient population - security</li> <li>Minimal natural light</li> <li>Lack of outdoor green space</li> <li>Main entrance location is not ideal</li> <li>Designated residential floor access</li> <li>Staff support</li> <li>Future flexibility</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>New green spaces - reduce heat gain</li> <li>Proximity to UCLA/acute care, MOB</li> <li>Mass transit/community hub</li> <li>Urban mixed-use site</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Help patients become self-care agents</li> <li>Welcome: personal/digital interactive</li> <li>Food service with community kitchen</li> <li>Physician assts/nurse practitioners, doctors/specialists referral as required</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Residential units on one floor</li> <li>Counseling/social services - upper floors</li> <li>Dedicated child PT/OT therapy in mornings, flip in evenings for adults</li> <li>Peaceful spaces</li> <li>Vocational training</li> <li>Cafe/retail food market</li> <li>Operable windows - reduce energy costs</li> </ul>

**Table 4: The Wellness Hub!**

	STRATEGY
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Community Camp</li> <li>A holistic approach to the cycle of health and wellness education</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Flexible spaces to adapt to community needs</li> <li>Green spaces</li> <li>Education/Classrooms</li> <li>Access/Transportation hub</li> <li>We work for health</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Education</li> <li>Interaction</li> <li>Inclusivity</li> <li>Wellness</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Shared cost</li> <li>Nutrition</li> <li>Education</li> <li>Community</li> </ul>

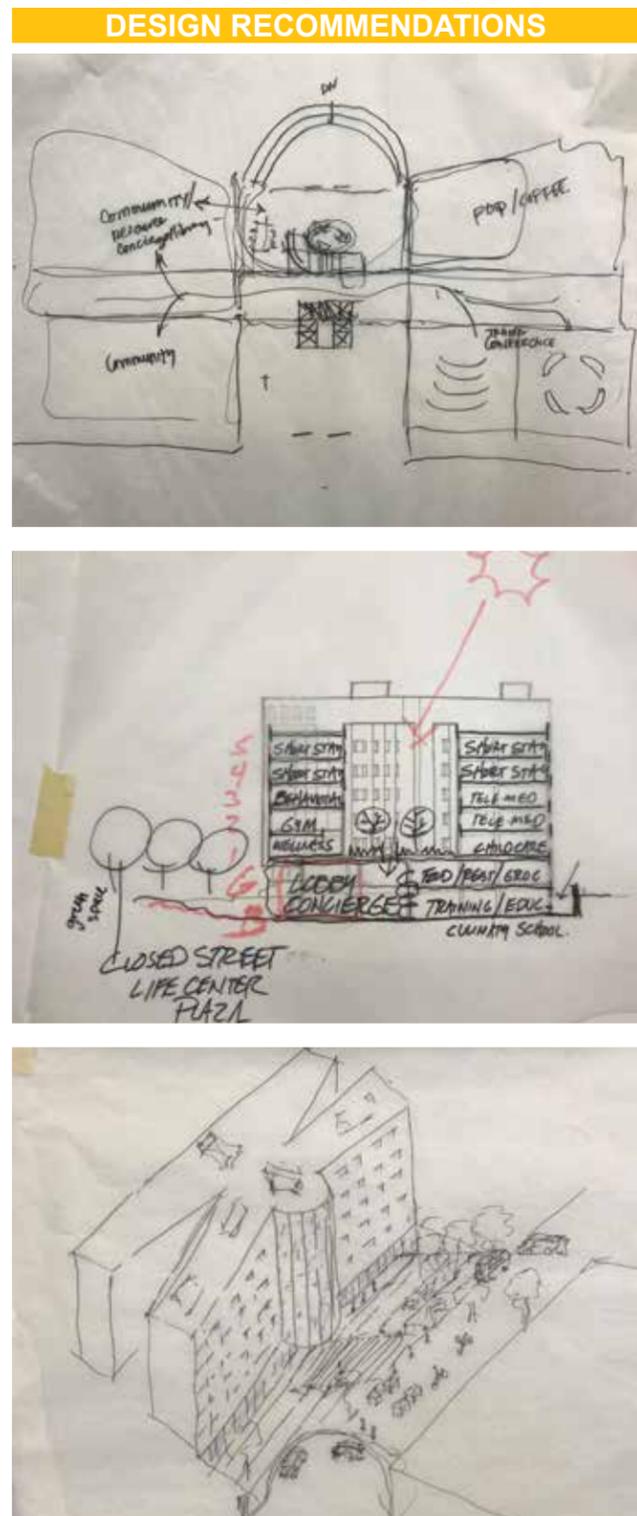


	SOLUTION
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Lack of natural light throughout</li> <li>Structure</li> <li>Street access and orientation</li> <li>Security to address behavioral health population</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>South side - terraced greenhouse</li> <li>North side - gym</li> <li>Roof - garden</li> <li>Self-rooming</li> <li>Wayfinding</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>AR2 &amp; RTLS phone application system</li> <li>Energy-generating gym</li> <li>Mixed-use retail/grocery</li> <li>Health metric tracking: 1) Community health wall; 2) Visit + health print-outs</li> <li>Outdoor gym</li> <li>Greeting/ID facial recognition technology</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Green roof/garden</li> <li>Vertical garden/food</li> <li>Renewable energy</li> <li>Transportation hub</li> <li>Branding - in App</li> <li>Social media hub and sharing</li> </ul>



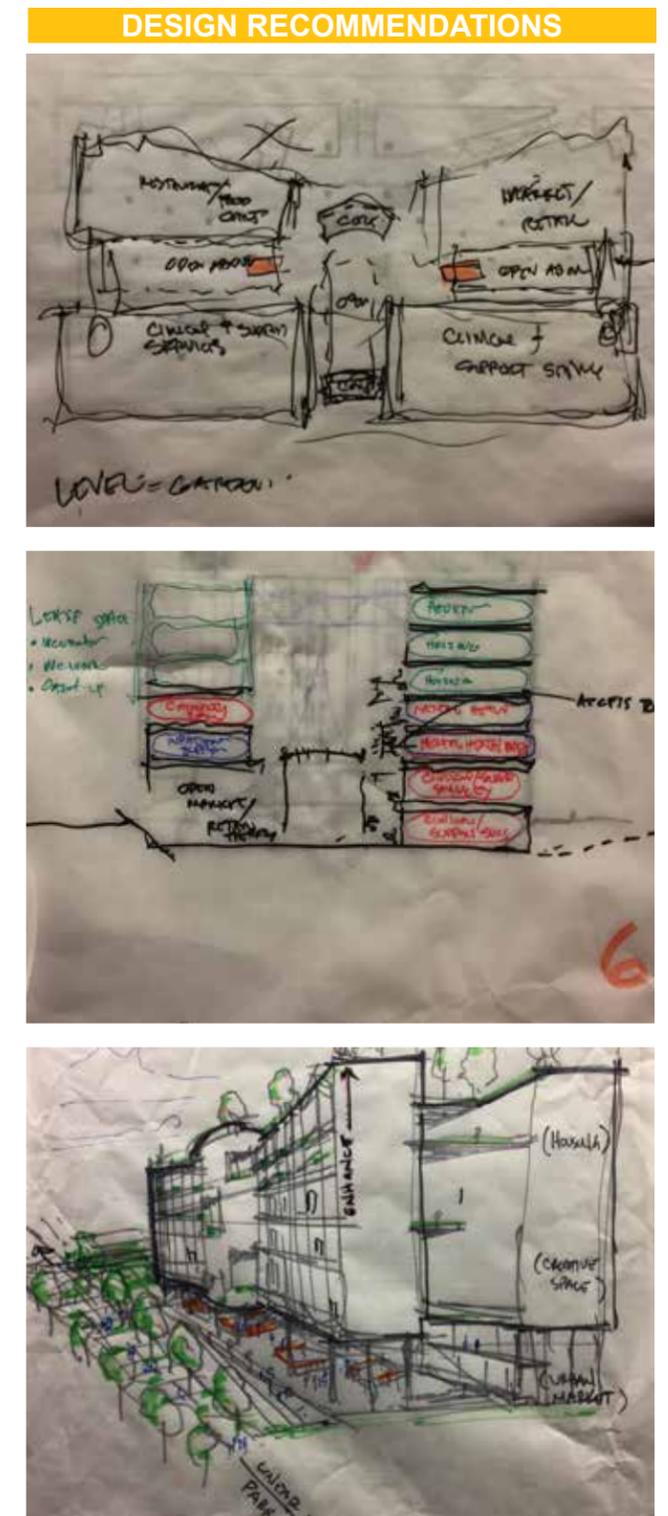
**Table 5: Keep People Healthy**

STRATEGY	
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Technology integration</li> <li>Bridge gap between patient + provider</li> <li>Elevate patient experience</li> <li>Behavioral health wellness portal</li> <li>Redefine mental health - "Life Center"</li> <li>Childcare/staff recuperation center</li> <li>Community education/senior center</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Learning facilities/Life Coaching</li> <li>Life Center/Staff-Community interface</li> <li>Technology Hub/R&amp;D</li> <li>Senior care and education</li> <li>Generational bridge / supportive care</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Back-up concierge</li> <li>Workshop/Think Tank/Research</li> <li>Community input</li> <li>Social media</li> <li>Multi-use (Food, library, hospitality, etc.)</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Reduce low-acuity needs on campus</li> <li>Reduce recidivism</li> <li>Preventative care</li> <li>Increase community involvement/access</li> </ul>
SOLUTION	
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Parking</li> <li>Lack of green space</li> <li>Traffic noise</li> <li>Unwelcoming approach/facade</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Floor plan</li> <li>Lighter facade</li> <li>Neighborhood-making</li> <li>Rooftop gardens/open green space</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Technology App (Wayfinding, check-in)</li> <li>Childcare</li> <li>Education Center - community experts</li> <li>Proactive Preventative Care, Preemptive/Supportive</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Good wayfinding and zoning</li> <li>Floor-to-ceiling windows economically</li> <li>Green roofs/roof garden</li> <li>Natural ventilation and shading</li> <li>"Real" restaurant, grocery, culinary ed</li> <li>Fitness center</li> <li>Docking for help plans, meals-on-wheels</li> </ul>



**Table 6: Community Healthcare**

STRATEGY	
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Take the leftovers of healthcare to create the future of community health</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Mixed-use community health building</li> <li>Soften the edges</li> <li>Flexibility of program for future growth</li> <li>Embrace generations and diversity</li> <li>Tech incubator</li> <li>"WeWork"-type space</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Community engagement</li> <li>Technology</li> <li>Tracking patient/staff utilization</li> <li>Joint-venture</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Becoming a vital part of the community</li> <li>Greater access to the under-served</li> <li>Great PR</li> <li>Live/work options for staff and patients</li> <li>Precedent-setting</li> </ul>
SOLUTION	
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Residential/main street separation</li> <li>Saw-tooth configuration</li> <li>Base/ground-level raised off street level</li> <li>OSHPD/CDPH - redefine sub-acute</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Connect residential to main street</li> <li>Walkable park space</li> <li>Nearby light rail</li> <li>Existing urban context</li> <li>Sawtooth configuration for light &amp; views</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Improve wait times, throughput</li> <li>Reduce operating costs</li> <li>Technology integration</li> <li>Tele-health resources</li> <li>Self-check-in kiosks - improve access</li> <li>Social services/mental health therapist</li> <li>Live/Work: Incubator, hotel, market, mental health residences</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Net-zero</li> <li>Open up bottom stories/natural light</li> <li>Staff respite areas</li> <li>Healthy community/joint-venture brand</li> <li>Community point of pride/identity</li> <li>Address community mental health</li> </ul>

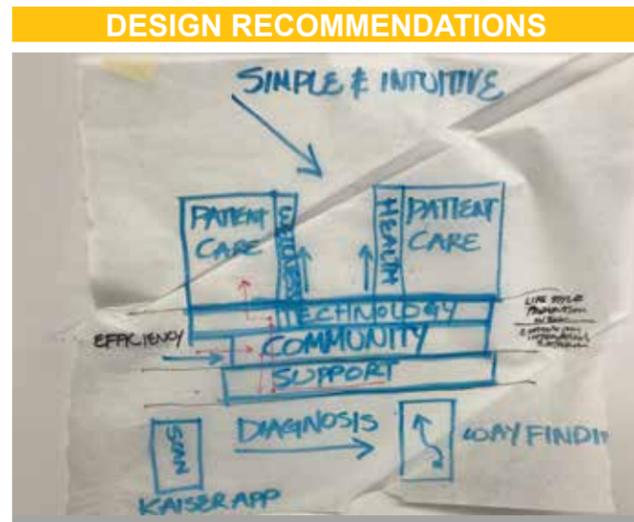


# Facilitator: Sunil Shah - Kaiser Permanente

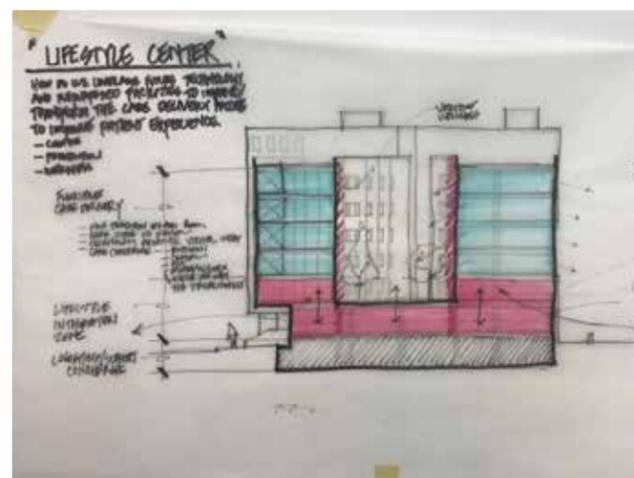
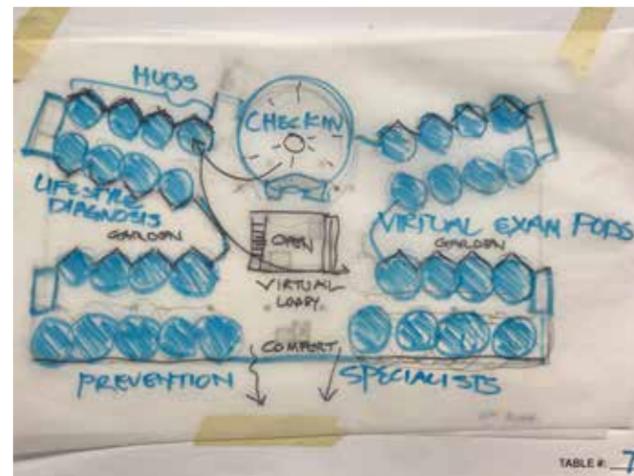
Brief: Future Technology: Re-imagine the care delivery process to positively influence lifestyle, wellness, prevention, diagnosis and treatment

### Table 7: Lifestyle Center

STRATEGY	
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Create a space for future care</li> <li>Adapt space to technological changes</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>How the built environment can support the re-imagining of care delivery process</li> <li>Promote wellness</li> <li>Promote lifestyle awareness and action</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>One-stop care</li> <li>Community Outreach Center</li> <li>Modifying existing wayfinding strategies</li> <li>Conveyance</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Efficiency of care</li> <li>Efficiency of time</li> <li>Communal, friendly</li> <li>Patient comfort, "home" aspects</li> </ul>

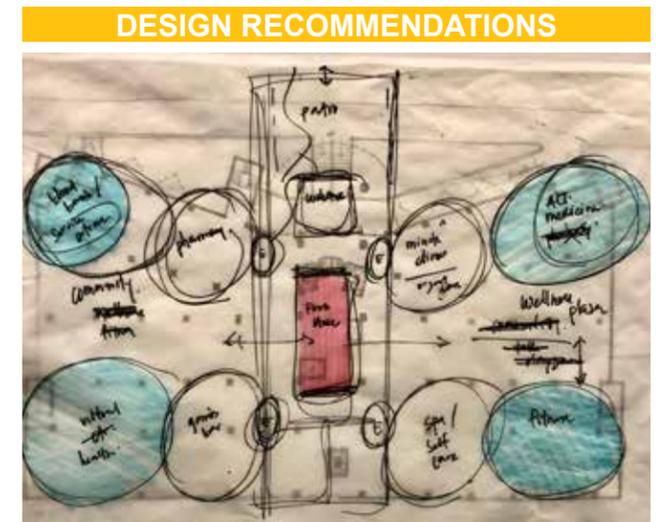


SOLUTION	
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Outdated directionality</li> <li>Communal space</li> <li>Lack of inviting entry/lobby</li> <li>Patient-unfriendly</li> <li>Inefficient delivery</li> <li>Inpatient/outpatient tower transition</li> <li>Off-site data center/data farm</li> <li>Existing facade needs more high tech</li> <li>Generational technological expertise</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Outpatient tower</li> <li>Existing community</li> <li>Shared doctor/nurse spaces</li> <li>Virtual/augmented reality spaces</li> <li>Community learning center</li> <li>Lifestyle treatment/nutrition - 1st Floor</li> <li>Physical therapy, gym/fitness center</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Building knows when you arrive</li> <li>Group counseling</li> <li>Existing space navigation</li> <li>1st + 2nd floors - more integrated</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Clear drop-off</li> <li>Wayfinding App</li> <li>Living building</li> <li>Indoor/outdoor spaces</li> <li>Interactive building</li> <li>Sustainability</li> <li>Virtual reality hub</li> <li>Robust urban solution</li> </ul>



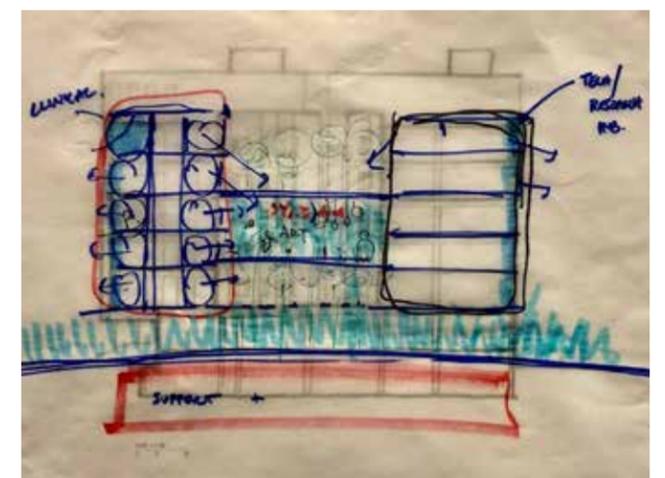
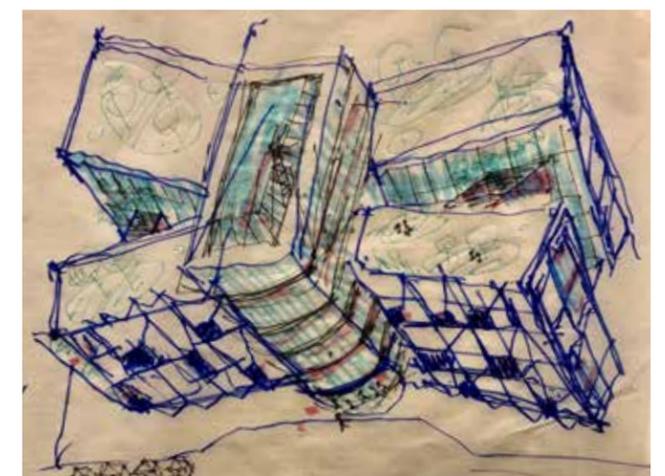
### Table 8: Vitality Center

STRATEGY	
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Seamless Technology</li> <li>Community Outreach</li> <li>Health &amp; Wellness</li> <li>User Experience</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Approach it like it's a tech project</li> <li>Make it Mixed Use</li> <li>Make "in" patient "out" - send fleets out to patients</li> <li>Sustainability</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Engage Community</li> <li>Inteli-Health</li> <li>"Day in the Life" Training</li> <li>Mixed Use</li> </ul>



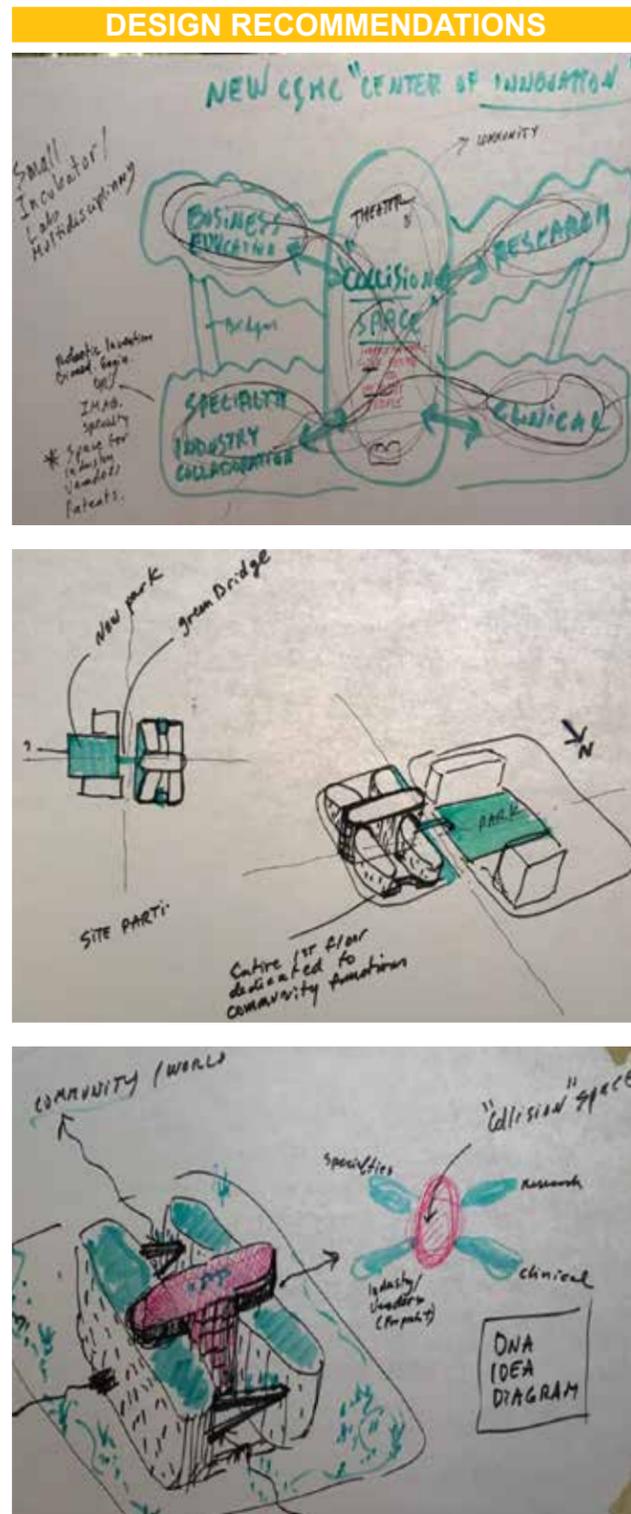
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Seamless Healthcare Experience</li> <li>Catalyst for Community Development</li> <li>Informed/Flexible (highly)</li> </ul>
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SOLUTION	
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Wayfinding</li> <li>Deep Floor Plate</li> <li>MEP System/Environmental/Structural</li> <li>Solid Body-How to increase transparency</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Ride Share for Light Rail</li> <li>Diverse Context</li> <li>Adjacent to City Hall/Main St.</li> <li>Sharing resources w/ Main Facility</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Flexible Space Planning (modularity)</li> <li>"Amazon" Process w/ drone delivery</li> <li>Automated check-in RFID type</li> <li>Wearables integrated w/ hospital</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Resiliency &amp; Flexibility</li> <li>Facade Transparency &amp; Daylighting</li> <li>Branding - Center for Wellness</li> <li>Design for All</li> </ul>



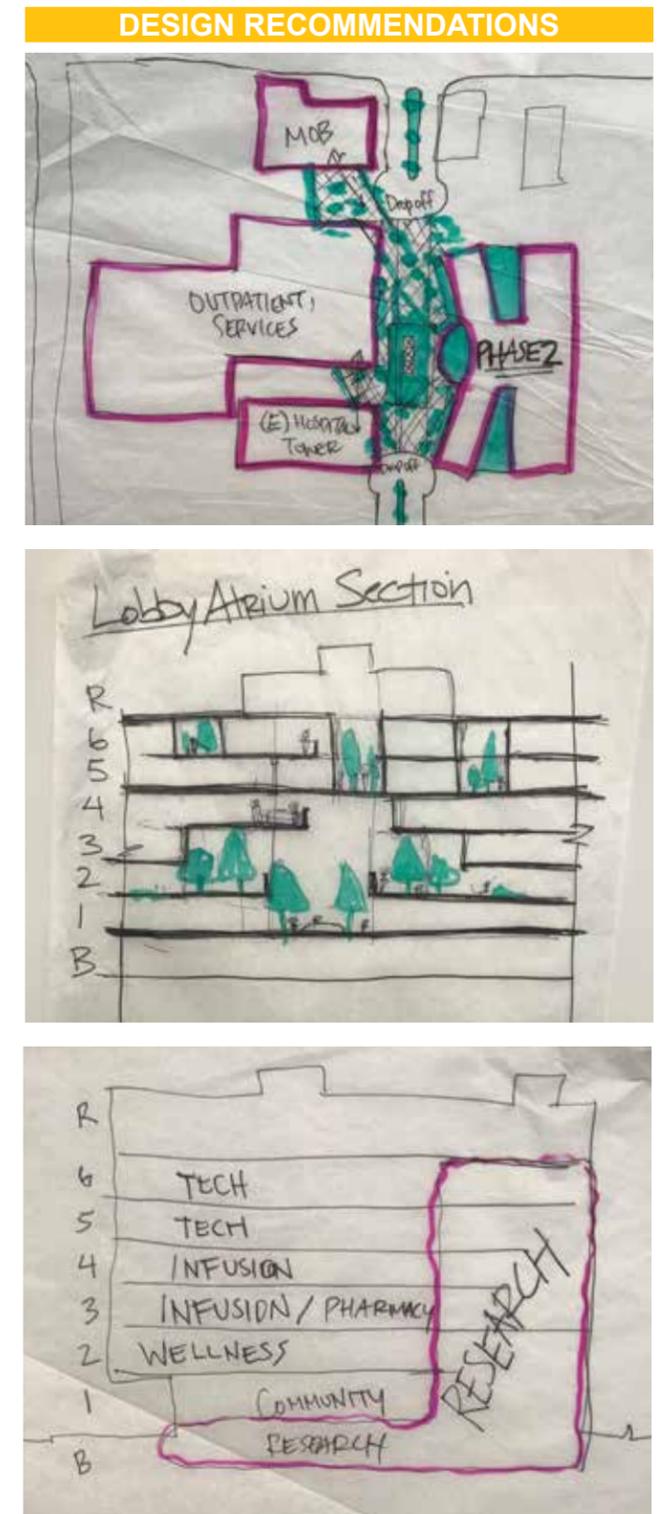
**Table 9: Center of Innovation**

	STRATEGY
<b>The Goal</b>	<ul style="list-style-type: none"> <li>All-inclusive center of innovation</li> <li>Includes for-/non-profit programs that advance community care</li> <li>Leapfrog competition through research, clinical care, specialty care</li> <li>Unlike anything that currently exists</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>Welcome/encourage collaboration</li> <li>Generate innovation across disciplines</li> <li>Community access</li> <li>Spin-offs/Testing</li> <li>Flexibility of space that accepts change</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Partner with other non-/for-profit orgs</li> <li>Affiliate with related field innovators</li> <li>Open architecture</li> <li>Collaborative hub that brings activities and disciplines together</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Owner profit</li> <li>Improved community care processes</li> <li>Excellence in training through creative competition for staff</li> </ul>
	SOLUTION
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>No connection to Cedars core campus</li> <li>Limited public transportation</li> <li>Variation in users' work-flows</li> <li>Silo mentality</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Odd shape = stage for the unexpected</li> <li>Central intersection = collaboration hub</li> <li>Central location provides work happening visibility in multiple directions</li> <li>Open ground floors to community</li> <li>Create a park on adjacent lot and connect with a bridge</li> <li>Leverage sweeping views from wings and podium roof</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Community connection by opening lower level at grade and connecting to a park</li> <li>App-based registration and scheduling</li> <li>Reduce operating costs w/ shared space</li> <li>Break down silos with collision space</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Flexibility, adaptability</li> <li>Collaborative/collision space</li> <li>Innovative workplace</li> <li>Community integration</li> <li>Transparency/visibility within, in and out</li> </ul>



**Table 10: Integrated Wellness**

	STRATEGY
<b>The Goal</b>	<ul style="list-style-type: none"> <li>Sustain whole health system growth &amp; continue to provide high-quality care</li> </ul>
<b>The Strategy</b>	<ul style="list-style-type: none"> <li>All staff under one roof</li> <li>Proximity to research</li> <li>Access</li> <li>Funding</li> </ul>
<b>Implementation Tactics</b>	<ul style="list-style-type: none"> <li>Clinics (Cancer, transplants, cardiology)</li> <li>Wellness</li> <li>Research</li> <li>Technology</li> </ul>
<b>Benefits of the Strategy</b>	<ul style="list-style-type: none"> <li>Continued growth/re-purpose existing</li> <li>New market</li> <li>Customers access close to home</li> <li>Preventative (Holistic)</li> <li>Advanced care - all applications</li> <li>Community value (employment, wellness programs)</li> </ul>
	SOLUTION
<b>Obstacles to Overcome</b>	<ul style="list-style-type: none"> <li>Deficient access to Public Transit</li> <li>Lack of Parking</li> <li>Odd shape of building</li> <li>Floor-to-floor height</li> <li>Poor connectivity to rest of campus</li> <li>No green space</li> </ul>
<b>Existing Opportunities</b>	<ul style="list-style-type: none"> <li>Expansion</li> <li>Access</li> <li>Add Green Space</li> <li>Clinics</li> <li>Research</li> <li>Wellness</li> </ul>
<b>Operational Strategies</b>	<ul style="list-style-type: none"> <li>Dynamic, flexible space that merges testing and actual results</li> <li>Multi-functional, convergent space</li> <li>Data environment for collection</li> <li>Technology support expansion of high-tech Innovation Center</li> </ul>
<b>Design Aspirations</b>	<ul style="list-style-type: none"> <li>Good access to daylight</li> <li>Community presence</li> <li>Mixed-use</li> <li>Campus connection</li> </ul>



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