PURPOSEFUL 2021
AN ARCHITECTURE IN HEALTHCARE WORKSHOP
AUGUST 18, 2021
Report Out
The Theme
Rebooting Healthcare
Do healthcare facilities and processes still work the way we designed them to work? Or do we feel that healthcare is like a computer with too many apps running in the background? Each of us has our own thoughts about what could be repaired, replaced or simply eliminated, to make everything work better.

At Purposeful 2021, we took time to share our thoughts with each other, face-to-face, after a year that changed many of our expectations.

The Learning Objectives
I. Evaluate how master planning goals, building programs, and renovation solutions can enhance operational flow, staff and patient health, and occupant safety in medical projects.

II. Investigate innovative design and systems solutions that enhance patient and family care and improve occupant health and safety while reducing healthcare and construction delivery costs to:
1. Allocate capital expenditure responsibly and maximize the value of the built environment;
2. Facilitate speed to market, especially at a time where patient census is at an all-time high; and
3. Develop project delivery methods that can flex and adapt to the ever-changing demands of healthcare delivery.

III. Apply lessons-learned with healthcare owners to develop strategies that make comprehensive, quality healthcare available to more people and improve the welfare of our communities. Healthcare owners can integrate these lessons learned and strategies into future scopes of work and request for proposals, ensuring they are implemented by design professionals in contractors in the final built environments to benefit the health and safety of patients, caregivers, and staff.

IV. Use ideas developed collaboratively in a group setting as design-generators to re-purpose existing medical buildings that mitigate hazardous materials, fortify resilience to natural and human impacts, and improve life-safety to occupants while addressing pandemic and post-pandemic healthcare requirements.

When
Wednesday, August 18, 2021

Where
DPR Construction, 88 West Colorado Blvd., Suite 301 Pasadena, CA 91105

Agenda
4:30 – 5:00 pm: Registration / Networking
5:00 – 5:20 pm: Welcome and Panel Introductions
5:20 – 5:35 pm: Share Ideas
5:35 – 6:35 pm: Panelist Input
6:35 – 7:00 pm: Takeaways and Closing Comments

The Format
The Purposeful 2021 Workshop brought together healthcare industry leaders throughout Southern California to brainstorm solutions that overcome obstacles to much-needed change in the healthcare industry. Through an interactive ideas charette, participants engaged with panelists to discuss four compelling topics relevant to today’s state of healthcare delivery and design.

Who Attended:
80 participants, including healthcare system and facility executives, builders, architects, engineers, and design and construction industry professionals.

Charette Process:
All participants were provided with a stack of post-its and a marker and asked to write ideas and responses to each of the boards. Each participant was assigned to one of four topic boards, where they stayed throughout the duration of the board discussions, while each panelist rotated to each board. Each panelist was given a set of sticky dots, which they used to mark interesting or compelling post-it responses. These dots, along with the lively discussions, helped to identify common themes that were summarized at each board.

Panelist Feedback:
At the conclusion of the event, each panelist provided their insights and feedback from the discussions and were asked “What do you see in the future of healthcare?”
Karen Costello  
Sr. Principal - Planning, Design & Development  
Hoag Memorial Hospital Presbyterian

Karen Costello leads Real Estate, Planning, and Design strategy for Hoag. She specializes in understanding the integrated network of projects, facilitating creative ways to connect strategies, and using research and best practices to design innovative new models of care delivery to improve outcomes and experience for our patients. Acting as the bridge between leadership, strategy, operations, design, and construction, Karen’s team is responsible for planning and developing the complex portfolio of projects at Hoag.

Gary Dunger  
Executive Director - Facilities, Planning, Design & Construction  
Cedars-Sinai Health System

Gary Dunger is an Executive Director for Cedars-Sinai Health System, Facilities Planning, Design & Construction department, responsible for overseeing the development of Planning, Design and Construction projects for the entire Health System from inception through project close-out. Formerly the OSHPD Business Process Manager, Chief Fire & Life Safety Office and Regional Compliance Officer, Gary has been involved with health facilities construction for 30 years.

William Marsh  
Vice President - Real Estate Development  
Children’s Hospital Los Angeles

William Marsh’s experience has been gained over a thirty year career on a variety of projects in the private sector. This expertise has included several complex hospitality and institutional projects with the largest project totaling $650,000,000. Mr. Marsh has provided project management services from inception through completion including the direction of multiple projects utilizing numerous consultant teams and interfacing with user groups. He has an exemplary record of managing projects on time, and on budget.

Deb Sheehan  
Healthcare Core Market Leader  
DPR Construction

Honing a background in business management, engineering, architecture and construction, Deb champions short- and long-term strategies that leverage cross-market factors that shape industry trends and anticipate next generation solutions. As an active Project Executive, she has overseen the delivery of more than $10 billion in design solutions for the built environment. Regarded for her ability to activate organizational change, she advances financial value and operational performance as key drivers of real estate solutions. She currently serves on the national board of directors for Design Build Institute of America.
### Board Discussions

#### TOPIC #1
If we could click RESTART, what would we stop doing and what should we keep doing?

This group generated several ideas, ranging from patient care and planning to project delivery. The majority of ideas focused on what health systems should keep doing. Everyone agreed that we need to embrace the CAN DO and MAKE IT WORK attitude, especially during times of crisis.

- Patients First! Keep focusing on patient centered design
- Keep telehealth as a key component for delivering healthcare
- Align project goals early and revisit often
- Utilize pre-fab as much as possible
- Eliminate walls between the field and end users
- Have a clear and continuous understanding of project budgets. Pause when there is misalignment.
- Continue working with local jurisdictions (e.g. OSHPD) to grant hospitals the flexibility to do what is needed to provide care during crisis.

#### TOPIC #2
What would we do to use time and money more effectively and efficiently?

This group engaged in a lively discussion about best ways to utilize time and money more efficiently. The following themes rose to the surface:

- Team building and defining a goal or mission for the project
- Looking for opportunities for modular or prefabricated design elements
- How the patient experience affects HCAHP scores and the bottom line
- Over-communication and transparency to manage expectations
- Pre-planning to mitigate hits to the project budget
Board Discussions

<table>
<thead>
<tr>
<th>TOPIC #3</th>
<th>What would we do to make our facilities and processes more responsive to change?</th>
</tr>
</thead>
<tbody>
<tr>
<td>This group conducted invigorating discussions that led to ideas beyond healthcare as it is practiced today. It was clear that true innovation in healthcare is long overdue, and as a healthcare architecture committee, we have created a venue to spearhead change. The group came up a list of innovative ideas that, in essence, re-imagine healthcare design at a macro and micro level, including:</td>
<td></td>
</tr>
<tr>
<td>• Cultivate a forward-thinking culture towards “Care Delivery”</td>
<td></td>
</tr>
<tr>
<td>• Facilitate innovation by working with non-traditional diverse teams</td>
<td></td>
</tr>
<tr>
<td>• Design for care by observing real time patient care delivery</td>
<td></td>
</tr>
<tr>
<td>• Reinvent the Health campus and role of inpatient &amp; outpatient care buildings</td>
<td></td>
</tr>
<tr>
<td>• Develop scalable, adaptable solutions for emergent situations</td>
<td></td>
</tr>
<tr>
<td>• Think beyond the built environment, eg. telehealth and virtual health</td>
<td></td>
</tr>
<tr>
<td>• Encourage flexibility in jurisdictional and administrative requirements</td>
<td></td>
</tr>
<tr>
<td>• Create sustainable, cost effective, and environmentally friendly solutions</td>
<td></td>
</tr>
<tr>
<td>• Think like a Healthcare CEO while making design decisions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOPIC #4</th>
<th>What would we do to bring better health to communities and distribute care more equitably?</th>
</tr>
</thead>
<tbody>
<tr>
<td>This group focused on the idea that we need to make healthcare affordable, accessible and understandable. The discussion expanded to other topics, with the ultimate desire for a cultural shift - to listen to individuals’ needs and empower them in their healthcare decisions.</td>
<td></td>
</tr>
<tr>
<td>• Ask the communities what they need</td>
<td></td>
</tr>
<tr>
<td>• Integrate into the community - mobile primary care and food trucks</td>
<td></td>
</tr>
<tr>
<td>• Outreach - opportunity to give back and engage on a personal level</td>
<td></td>
</tr>
<tr>
<td>• De-stigmatize mental health and offer clinics in schools</td>
<td></td>
</tr>
<tr>
<td>• Develop partnerships with people you trust, religious leaders, celebrity sponsors, philanthropy</td>
<td></td>
</tr>
<tr>
<td>• Education and early exposure to healthcare</td>
<td></td>
</tr>
</tbody>
</table>
What We Learned

During our dynamic and interactive evening, attendees offered and absorbed everything and anything - from great ideas and revelations, to simple tweaks that might make a big difference. Based on the invaluable input from all of our attendees, we came away from the event with the following key takeaways:

• This is not the last pandemic or crisis we will face. We need to build **adaptability** and **flexibility** into our facilities and our processes.
• We need to be able to innovate and learn from our frontline staff and continue to make **patient care** a priority.
• A rule is only good if it results in a **good outcome**.
• We should continue working with regulatory agencies to **push the limits** and try something different.
• **Surge capacity planning** is critical.
• **No idea is a bad idea!**
• As an industry, we need to continue **collaborating** and **collectively pushing each other to innovate** and improve healthcare design and delivery.
• We all **play a critical role** in the delivery of healthcare and we all **care**.
• Transparency, over-communication, systems of trust, and alignment of stakeholders are key to the **success of our projects**.
Acknowledgements

Purposeful Co-Chairs
Jhiah Chang, AIA - Cedars-Sinai Health System
Eric Halm, AIA - Bernards

Purposeful Planning Committee
Trisha Clark - CannonDesign
Drew Elshoff - Design Materials
Tina Giorgadze, Assoc. AIA - Perkins + Will
Gary Goldberg, AIA - G Goldberg AIA
Moe Goudarzi - Arup
Brandon Guzman, AIA - EYP
Chai Jayachandran, AIA - SmithGroup
Meredith Meyers - Cuningham
Ron Rendina - DPR Construction
Sarah Winters - ZGF Architects

AIA|LA Healthcare Committee Co-Chairs
Chair: Hunvey Chen, AIA - HOK
Co-Chair: Ashley Mangus, Assoc. AIA - HGA

AIA|LA Staff
Carlo Caccavale, Hon. AIA|LA
Lori Diamond
Corrine Ellingson
Nick Imbriale
Jessica Samiley
Steve Tanner, Hon. AIA|LA
Will Wright, Hon. AIA|LA

AIA Los Angeles Annual Sponsors
GOLD
GRUEN ASSOCIATES
ARCHITECTURE PLANNING INTERIORS LANDSCAPE

SILVER
AC MARTIN
c ARCHITECTS
Gensler
HKS
KWA

BRONZE
COLLINS MUYRER ASSOCIATES Inc.
CLARK
JG3
KPF
Rex
SHAEBENS ARCHITECTS
W B