

# PURPOSEFUL 2023

## AN ARCHITECTURE IN HEALTHCARE WORKSHOP

AUGUST 16, 2023

### Report: *Some Assembly Required*

Architecture in Healthcare  
Committee





# Executive Summary: Event Description

## The Theme

### Some Assembly Required

Within the diverse sprawl of Los Angeles, stark contrasts in healthcare access exist. While the city boasts world-renowned medical facilities and cutting-edge research institutions, the persistent and troubling reality is that in many neighborhoods, quality healthcare is a luxury rather than a right. These healthcare deserts illustrate a disheartening inequality, where one's ZIP code determines the availability of vital medical care

With the goal of accelerating positive changes in health care environments, our 5th annual interactive workshop sought out more efficient ways of broadening healthcare availability to all segments of the population.

Last year, during Purposeful 2022: EXPLORING THE EDGES, we advanced previous key takeaways to address specific logistical, scheduling, and economic issues facing an underserved community member "Lorraine", and ponder the potential solutions outside of the centralized medical center to meet her and her family's healthcare needs.

During Purposeful 2023: SOME ASSEMBLY REQUIRED we looked at reusing and repurposing the unused and underused buildings. A cake mix is a short cut to a delicious dessert, and the empty church or bowling alley in your neighborhood may be a short cut to quality care and treatment. Building a venue for health care from a blank page takes a long time, and even an almost-perfect result degrades over time as practices, treatments and knowledge evolve.

With guidance from our esteemed panelists of owner clinical experts, we came up with many bright ideas to help spark some new ways to better serve the disadvantaged and move us forward in more accessible healthcare design and delivery for all. Maintaining and promoting health is a critical need, why not give it a head start?

## When

Wednesday, August 16, 2023

## Where

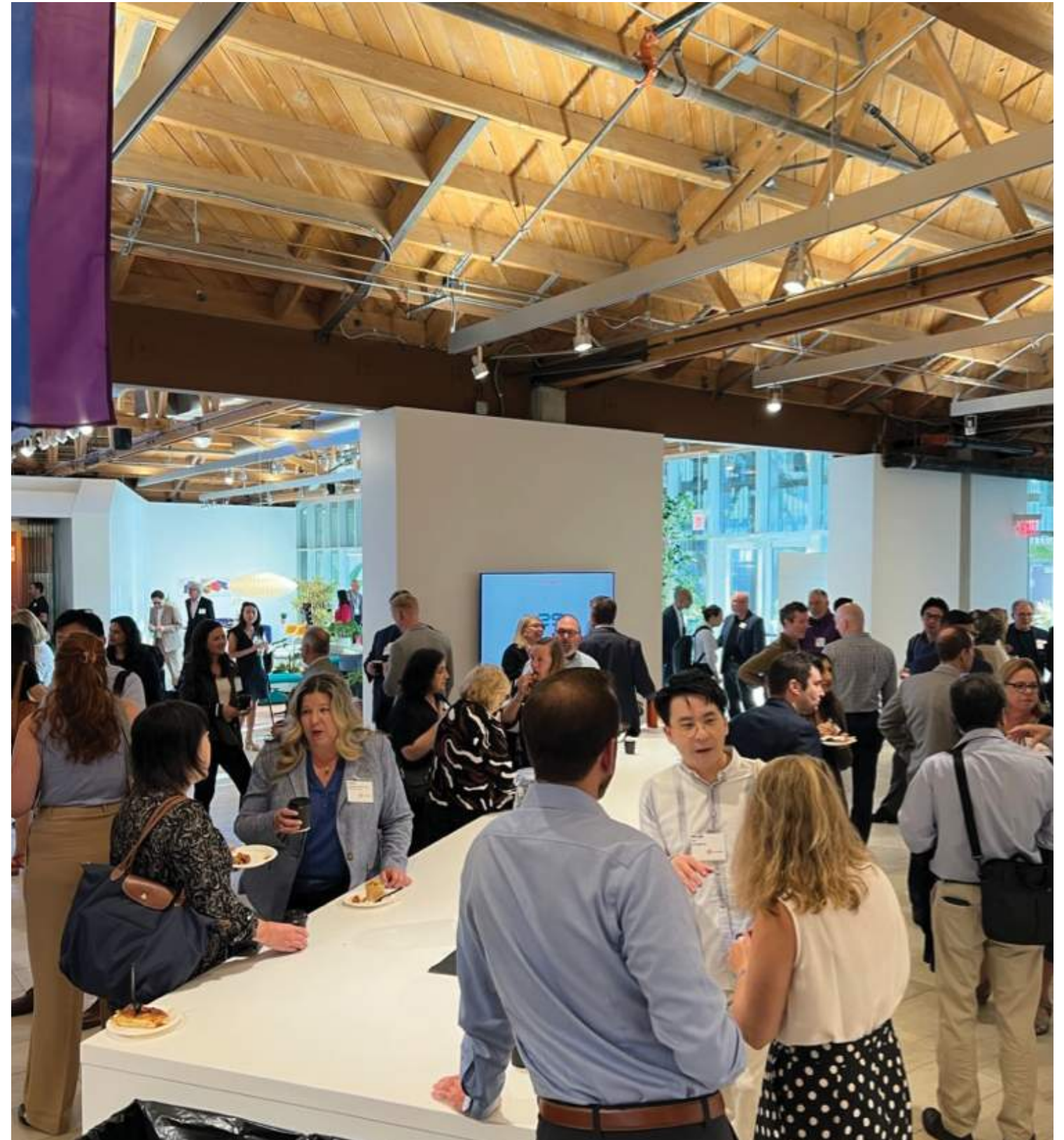
Herman Miller Showroom, 3641 Holdrege Avenue, Los Angeles, CA 90016

## Who Attended

Over 100 participants, including healthcare clinicians and facility executives, builders, architects, engineers, and design and construction industry professionals.

## Agenda

- 7:30 – 8:00 am: Registration / Networking
- 8:00 – 8:45 am: Welcome and Panel Introductions
- 8:45 – 9:15 am: Charette Introduction
- 9:15 – 11:30 am: Design and Panelist Input
- 12:30 – 2:00 pm: Takeaways and Closing Comments
- 2:00 – Close: Networking





# Executive Summary: Learning Objectives

## Learning Objectives AIA LU/HSW: 5.0

- I. **Collaborate** with a diverse forum of owners to evaluate opportunities to re-purpose non-medical buildings with a variety of clinical service lines to improve the health and welfare of our communities.
- II. **Identify** opportunities in renovating existing facilities to implement wellness design features such as adequate lighting, efficient circulation, enhanced safety measures, and sustainable practices, all with the primary goal of enhancing the physical, emotional, and social well-being of patients.
- III. **Examine** programmatic solutions for functional, efficient, and clear patient flow within multi-functional clinical spaces, while exploring their potential to serve underserved community needs during or after operating hours.
- IV. **Discuss** potential options for achieving operational cost efficiencies, such as leveraging technology to expand access to individuals with limited resources, and identify pilot programs aimed at redefining how these services are accessed.

## THE HEART AND SOUL OF PURPOSEFUL

Sometimes, when we know a subject inside and out, we stop thinking and start repeating ourselves. At its core, the true learning objective of Purposeful is the acknowledgment that by repeating our successes, we learn far less than when we take chances.

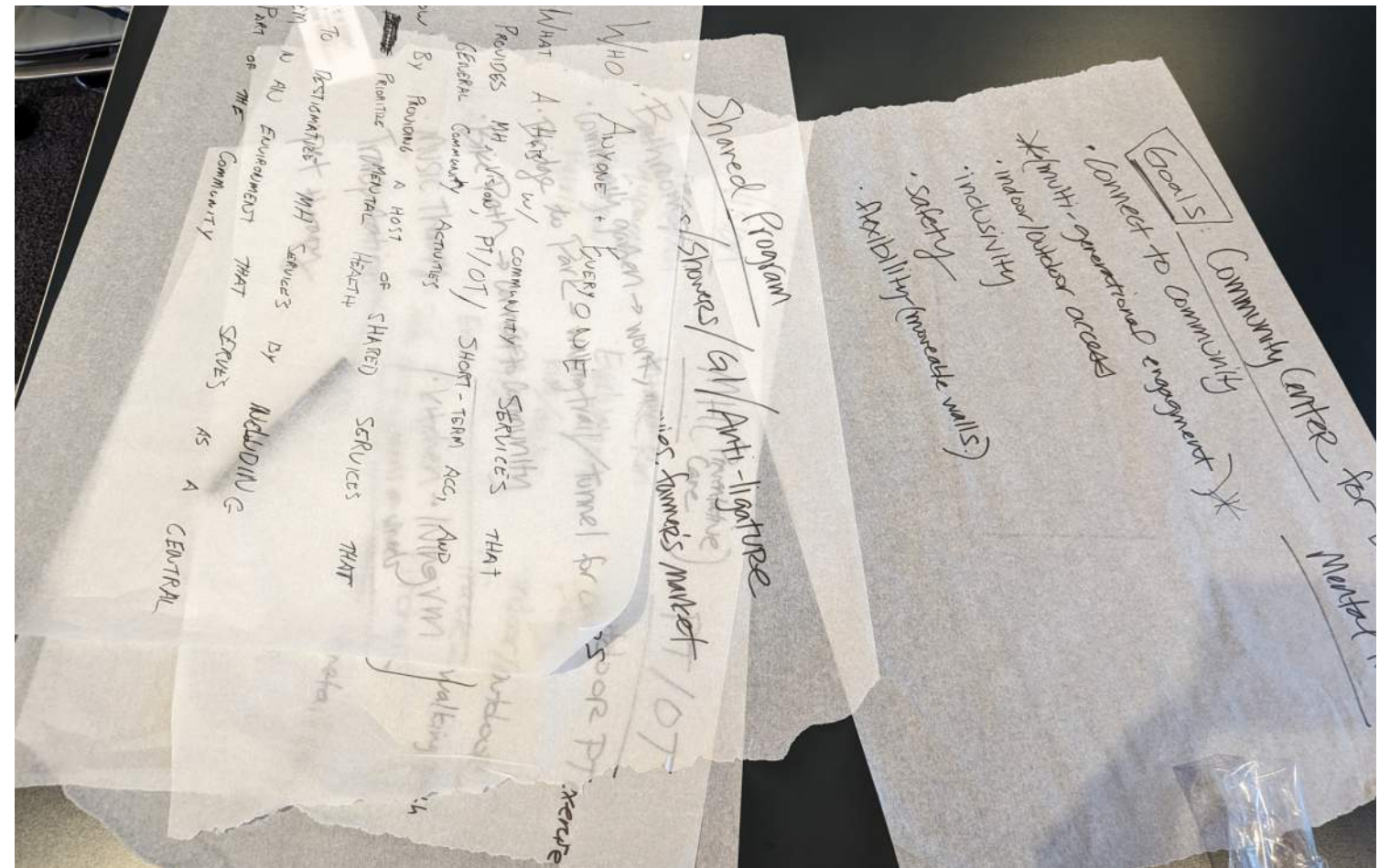
When a discipline is as heavily directed by standards and regulations as is our healthcare design specialty, the impulse to analyze and invent is deprived of oxygen.

When results are safely predicted by known paradigms and solutions, there is little incentive or motivation to do things differently.

Purposeful is designed to encourage us to step away from the rules and assumptions and formulas, and to explore, collaborate and invent.

These are the questions that we asked our participants to explore this year. The results you see in this report show the real learning that took place at Purposeful 2023, and the delight in making it happen.

- How can we bring more and better health care to those who don't have access?
- How can we reduce the cost of care while improving the results?
- How can we make caring for a community's health integral to the life of the community?
- How can we provide the fundamental capability to serve the majority of health needs?





## Executive Summary: Our Panelists



### **Eric Brown**

Director of Construction, Sharp HealthCare

Eric has managed Health Care Construction project teams for over 25 years for UCLA, Hoag, Scripps and Sharp with over \$1 Billion of Southern California healthcare projects, including parking structures, interior remodels and renovations, seismic retrofits, and new MOB's and hospital towers. Through his extensive knowledge of critical care environments, hospital operations, logistics, HCAi and CDPH, Eric has been able to make significant impacts to the physical environment of health care delivery in San Diego. Eric has been the Director of Corporate Construction for Sharp HealthCare since 2021 and is currently responsible for collaboratively developing and implementing billion-dollar Master Plans for the Sharp Metro and Sharp Grossmont Campuses.



### **Dr. Erick Cheung**

Chief Medical Officer, UCLA Resnick Neuropsychiatric Hospital

Dr. Erick Cheung is the Chief Medical Officer of the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA. From 2011-2018, Dr. Cheung was the Medical Director of Emergency Psychiatric Services. He was appointed Chief Quality Officer of the Department of Psychiatry in 2016. Dr. Cheung served as President of the Southern California Psychiatric Society in 2019. For the past 10 years, he has served on the LA County Emergency Medical Services (EMS) Commission, presided as Chair from 2017-19, with efforts focused on enhancing medical field responders' capabilities to mental health crises and reducing law enforcement involvement. He maintains a private practice at UCLA where he sees patients for medication management and psychotherapy.



### **Bill Eveloff, AIA**

Managing Director for Healthcare, Cushman & Wakefield

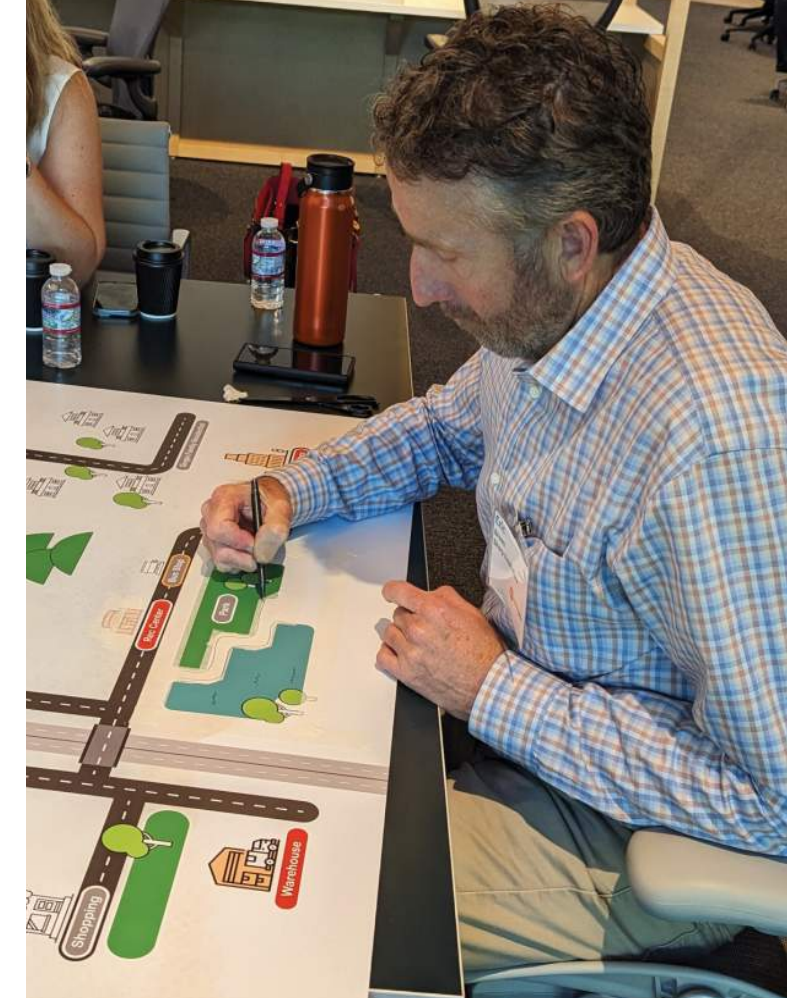
As a licensed Architect, Bill Eveloff has over 27 years' experience in the California healthcare planning, design, and construction industry, where he has served on both the consulting and health provider sides and has presented on multiple topics about healthcare planning and delivery. Bill is passionate about working with diverse clinical stakeholders and industry partners to envision and deliver holistic solutions; particularly, solutions that support healthcare providers' mission and strategies to effectively care for their communities and promote long-term sustainability.



### **Dr. Anita Girard**

Chief Nursing Officer & Vice President of Nursing - Cedars-Sinai Medical Center  
President - American Nurses Association of California

Dr. Girard has a proven record of improving clinical outcomes in the hospital and healthcare sector. She excels in nursing management, evidence-based practice, patient advocacy, and nursing education. Her experience includes LEAN implementation and ANCC Magnet Designation in healthcare systems, and she actively engages with local, state, national, and international communities to enhance the nursing profession and healthcare quality. She is currently driving practice and professional development as the Chief Nursing Office and Vice President of Nursing at Cedars-Sinai Medical Center and serving as the President for American Nurses Association of California.





## Executive Summary: Our Panelists



### **Laura Grant**

Executive Director of Strategic Implementation and PMO  
City of Hope Orange County

Laura Grant, currently serves as the Executive Director of Strategic Implementation and PMO for City of Hope Orange County. Laura has a diverse background with leadership roles in clinical operations, performance improvement, IT, business development and hospital administration. Laura has a clinical background with an MA in Organizational Leadership and Development from Chapman University. Laura has additional credentials as a Lean Leader, a certified Strengths Coach as well as a trained teacher in Facilitative Leadership. Ms. Grant plays to her strengths in the design and implementation of numerous healthcare programs and building developments.



### **Avi Octavian Grigorescu, FAIA**

Capital Projects Team Manager, National Facilities Services, West Los Angeles Medical Center at Kaiser Permanente

Avi Grigorescu manages the capital projects program for the Kaiser Permanente West Los Angeles market. Licensed in California and Arizona, Avi has designed healthcare facilities for Dignity Health, Huntington Health, Heart Health, Renown Health System, and Pacific Medical Buildings. At Kaiser Permanente, he has managed over 100 projects including infrastructure upgrade strategies, seismic retrofits at West Los Angeles hospital, radiology strategy, perioperative renewal and renovation, and renaissance of several aging medical office buildings.



### **Donald Manelli**

President, Care Harbor

Donald Manelli is Founder and CEO of Care Harbor, a Los Angeles based charity. Its mission is to promote the health and well-being of underserved populations by creating new pathways to accessible, sustainable care. Since its first free clinic in 2010, Care Harbor has provided more than 170,000 free medical, dental, vision and preventive care services to vulnerable and in-need individuals and families in L.A. County. Thousands of volunteer healthcare professionals and organizations participate at Care Harbor's free clinic events. Care Harbor is the community coming together to help its own.



### **Nancy Moses**

Principal, Trammell Crow Company

Nancy Moses leads project execution within the Los Angeles business unit. Specializing in client management, she helps occupiers identify and implement real estate solutions. Nancy has successfully delivered over 1.7 million square feet of office and healthcare developments within the greater Los Angeles area, with more than 750,000 square feet anticipated to commence construction in 2023. Nancy was recognized as Commercial Property Executive's Stars to Watch in 2020, and one of Real Estate Forum's 2022 Women of Influence. Recent projects include the Vermont Corridor County Administration building, MLK Medical Office Building, Engemann Student Health Center on the USC Campus, and the USC Keck School of Medicine Soto Health Science Building.



### **Kimberlee Roberts**

Senior Director Clinical Services, Scripps Health

Kimberlee Roberts, MPH, FACHE is the Senior Director for Clinical Services at Scripps Health. She has over 30 years of experience running Clinical Operations for both in and out-patient services. She is currently responsible for over 22 departments as well as Project Management for Facilities Design and Construction at Scripps Memorial Hospital La Jolla.



### **Audrey Simons, MSHA**

Chief Executive Officer, San Fernando Community Health Center

Audrey Simons has spearheaded SFCHCs transition from a community hospital to a state-of-the-art Federally Qualified Health Center (FQHC) that provides a full complement of services for the entire community, with an emphasis on the most vulnerable and chronically underserved. The SFCHC has experienced unprecedented growth – with a 284% growth factor from 2016-2019. Prior to joining SFCHC, Simons served as Administrator of Community Benefits/Grants for the San Fernando Campus of Mission Community Hospital where she was responsible for all community benefits programs and oversight of capital projects, plus wrote and administered grants. Simons is actively involved in several community/civic organizations, including serving on the Board of



## Executive Summary: The Format



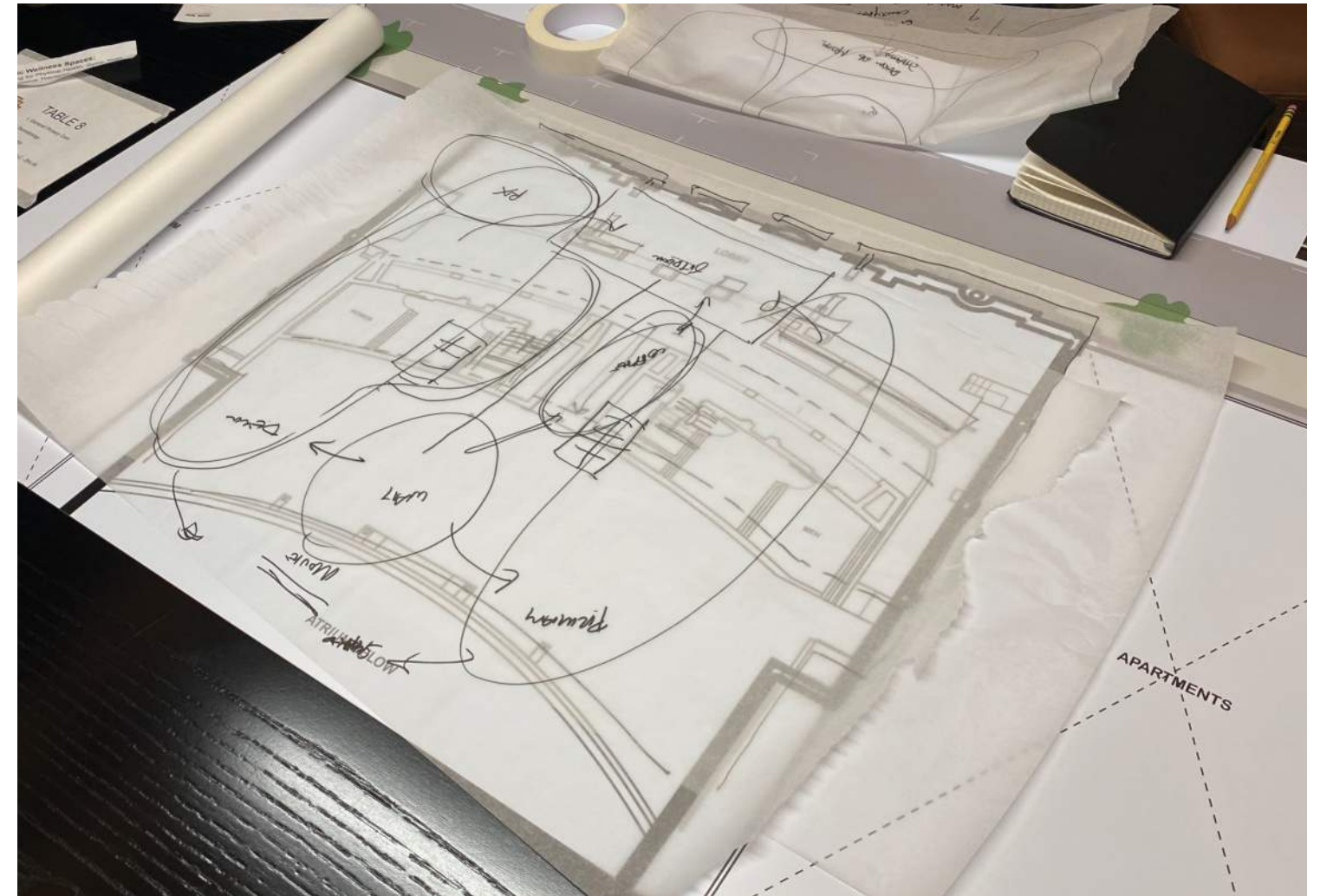
### The Format

In this design charrette exercise, participants contributed their creative insights and collaborated in small groups to envision possibilities for the future of healthcare venues in urban areas like Los Angeles. They engaged in a free-flowing discussion, encouraged innovative thinking, challenged assumptions, and proposed unconventional solutions. This format prioritized open communication, active listening, and the inclusion of diverse viewpoints.

The work of this gathering was to redesign real LA buildings as clinical settings, bringing innovative ideas for their adaptive reuse. Team members brainstormed ideas for transforming a building to serve community health needs with a given combination of program-focused clinics. This could involve using outdoor spaces, selective demolition, or creatively reconfiguring the interior. The focus was on adaptive reuse, exploring possibilities that extend beyond the building's existing walls. Teams considered how the assigned care programs make use of the immediate site surroundings, and how they actively benefit the larger community, ensuring inclusivity and diversity of perspectives.

As ideas emerged, participants sketched rough concepts, jotted down notes, and used other means to visualize and document their design proposals. They preserved the thought process to explain the rationale behind each idea and how it aligns with the site context and chosen program combination.

The teams were given some time to gather their initial thoughts on the charrette. When their panelist joined the table, they were introduced to a "secret ingredient", an added function to be considered for the program. One secret ingredient was randomly assigned from the following: Education, Childcare, Nutrition, Wellness Space and Short Term Accommodations.



# Executive Summary: Table Topics

## The Analysis

Each group had the opportunity to present their design concepts to the larger gathering. This quick presentation showcased the adaptive reuse strategies, program allocation, and how the proposed clinical setting harmonizes with both the building and the community.

- **Health Literacy:** How can we improve health literacy and enable patients to make informed decisions about their healthcare? What are the key factors that contribute to low health literacy, and how can we address them? How can healthcare providers and organizations use technology and other tools to improve health literacy?
- **Preventative Care:** preventative care and wellness programs - in addition to treating illnesses and conditions, creating community-based initiatives to promote healthy lifestyles and behaviors.
- **Cultural Competency:** How can healthcare providers better understand and address the cultural and linguistic needs of underserved communities? How can we improve communication and build trust between healthcare providers and patients from different backgrounds? What strategies can be used to promote cultural competence in healthcare organizations?

## Moderator

**Nick Mason**, Perkins&Will

## Table Facilitators

**Roozbeh Afzal**, Teecom

**Jhiah Chang**, AIA, Cedars Sinai

**Trisha Clark**, Cannon Design

**Ken Downing**, Light Build Design

**Parini Mehta**, AIA, CO Architects

**Nick Ramirez**, ZGF Architects

**Kevin Staten**, HOK

**Gary Vilinsky**, Tangram Interiors

**Deena Weiner Widran**, Degenkolb Engineers

**Mei Zhao**, P2S

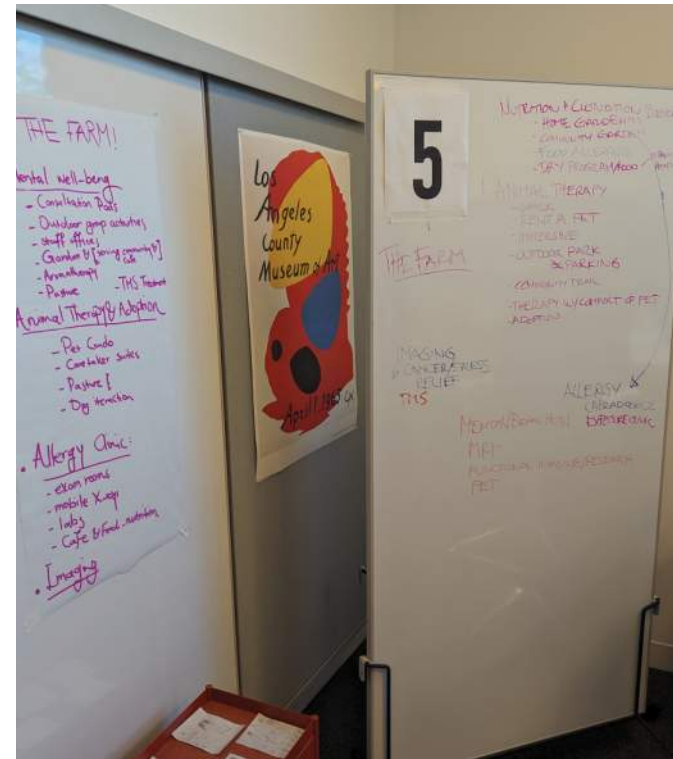




Table 1: NEWSPAPER HEADQUARTERS

PANELIST: Audrey Simons

SERVICE LINE: Pediatrics, Phlebotomy, Dental

SECRET INGREDIENT: Short Term Accommodations



**Fostering constructive discussions and debate, Audrey Simons inspired and the formation of well-considered design ideas.**

- **Seven Key Project Factors:** The group identified seven critical factors that guided their project: *Community, Flexibility, Quality, Experience, Access, Future Growth, and Visibility.*
- **Federal Funding Eligibility:** The facility's design is intended to meet the criteria for qualification as a Federally Qualified Health Center, making it eligible for federal grants and funding.
- **Comprehensive Service Integration:** The team conducted a thorough analysis of how each service complements one another, creating a matrix for seamless integration within the facility.
- **Strategic Location Choice:** The chosen location was deliberately situated away from other existing healthcare sites to expand accessibility to underserved areas.
- **Community-Inspired Design:** The design took inspiration from the community, aiming for openness and a welcoming atmosphere to encourage people to utilize the services.
- **Multi-Floor Atrium Concept:** The facility featured a multi-floor atrium to enhance accessibility and promote a sense of community. The ground floor housed a community component, while Pediatrics occupied the first floor. Each exam room was equipped with telemedicine capabilities to extend services further into the community. An outdoor component included a butterfly garden.
- **Dental Services on the Second Floor:** The second floor was dedicated to dental services, offering direct views to the outside with greenery. A terrace was designated for staff use, along with administrative spaces.
- **Third Floor: Short-Term Housing:** The third floor was designed for short-term housing, maximizing floor space to meet the high demand. Separate areas were designated by gender, and a dedicated space for the LGBTQ community was included. A core area with separate entrances helped maintain privacy and segregation of uses within the building.
- **Support Services for Housing Tenants:** On-site support services were provided to assist short-term tenants in transitioning to permanent housing, demonstrating a commitment to holistic care.



## Table 2: REC CENTER

PANELIST: Eric Brown

SERVICE LINE: Vision, Mental Health, PT/OT

SECRET INGREDIENT: Short Term Accommodations



**The strong teamwork and collective effort produced a forward-thinking design that prioritizes community engagement, inclusivity, flexibility, and a supportive environment for various healthcare needs.**

- **Project Vision:** The group discussed the diverse populations that would use the facility and identified essential goals, including connecting to the community, fostering a multigenerational environment, promoting inclusivity and safety, and ensuring flexibility.
- **Community-Centered Design:** The center of the site plan was dedicated to creating a connected community center, enhancing accessibility and collaboration.
- **Landscaped Features:** The site featured a zen garden for quiet meditation, alongside open areas for activities like farmers markets, yoga, and pet therapy. Bridges and tunnels facilitated connections to the local park and pond for both mental and physical activities.
- **Inclusivity and Diversity:** The design emphasized inclusivity and diversity to cater to the broad range of patients and visitors.
- **Supportive Amenities:** The facility included a display kitchen and café for patients and visitors, along with a kitchen/living room to support Meals on Wheels for vulnerable populations. A shuttle service ensured accessible and safe transportation for patients.
- **Intergenerational Care:** The facility encouraged intergenerational engagement, exemplified by the scenario of a grandparent bringing their grandkids for various services.
- **Therapeutic Services:** Musical therapy and a larger gym, including a pool for aquatic therapy, catered to Occupational and Physical Therapy rehabilitation.
- **Flexible Interiors:** The interior design featured operable walls that could be configured and de-configured as needed for flexibility.
- **Mental Health Services:** While not a full Mental Health clinic, the facility offered evaluation services. It accommodated both pediatric and adult patients, with separate rooms and vignettes for observation.
- **Short-Term Accommodations:** The second floor was dedicated to short-term accommodations, with nighttime monitoring and shared amenities. Staff had their own dedicated spaces, separate from patients, including kitchens, locker rooms, and lodgings. Patient rooms maximized natural light and were designed to support mental health, complemented by ample lighting from the atrium.

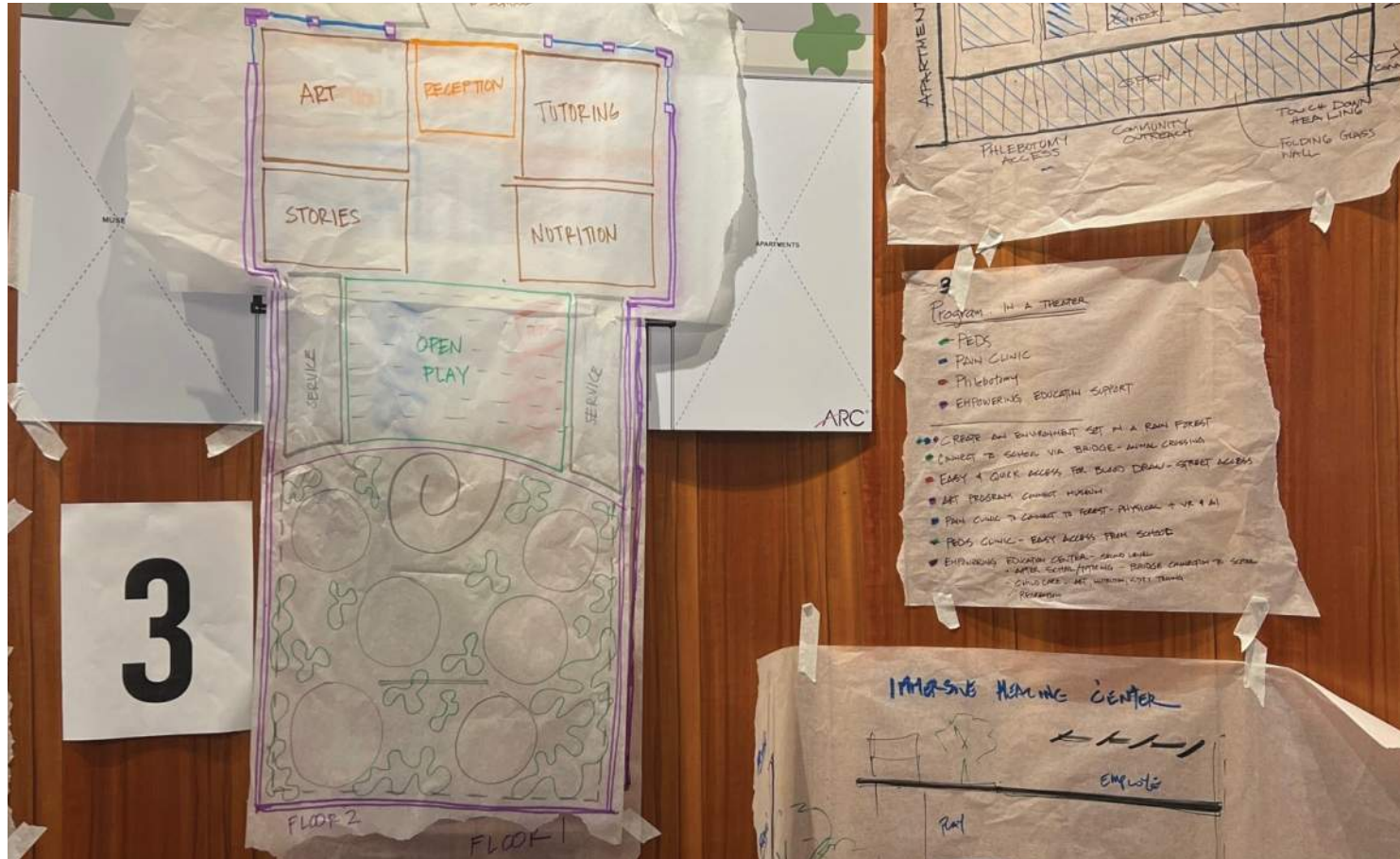


Table 3: THEATER

PANELIST: Nancy Moses

SERVICE LINE: Pediatrics, Phlebotomy, Pain Clinic

SECRET INGREDIENT: Education



**Blending a variety of services, the team created a space that prioritized true healing and wellness, seamlessly blending indoor and outdoor spaces with a focus on the healing potential of the forest environment. This design concept demonstrated a forward-thinking approach to healthcare that goes beyond traditional medical care and emphasizes the holistic well-being of patients and the community.**

- **Pediatrics with a Connection to School:** The Pediatrics clinic had a direct link to a nearby school, creating an “animal crossing” for kids, fostering a literal connection between education and healthcare.
- **Two-Floor Layout for Pediatrics:** Pediatrics was divided into two floors, with the first floor designated for private treatment areas and the second floor for public spaces focusing on after-school care, tutoring, childcare, storytelling, and recreation.
- **Private and Public Spaces:** The design differentiated between private spaces on the ground floor and roof, and public spaces on the second floor, promoting accessibility and community engagement.
- **Integration of Building Art Programs:** The building featured art programs that provided a direct link between a nearby museum and the school, enhancing the educational aspect of the facility.
- **Innovative Phlebotomy Services:** The Phlebotomy clinic incorporated a drive-through for quick and easy access, offering convenience to patients.
- **Pain Clinic Design:** The Pain Clinic included private theater boxes and larger pods located in a forest-like setting. Virtual reality and augmented reality (VR/AR) technologies were integrated for therapeutic purposes, with optional group interactions to cater to individual preferences and needs.
- **Energetic to Calming Space Sequence:** The layout of the facility was designed with an energetic space at the front transitioning to a calming forest space in the back. The third floor was reserved for private spaces for employees. A bridge connected the facility to a nearby park across the street, further promoting community engagement and access to green spaces.

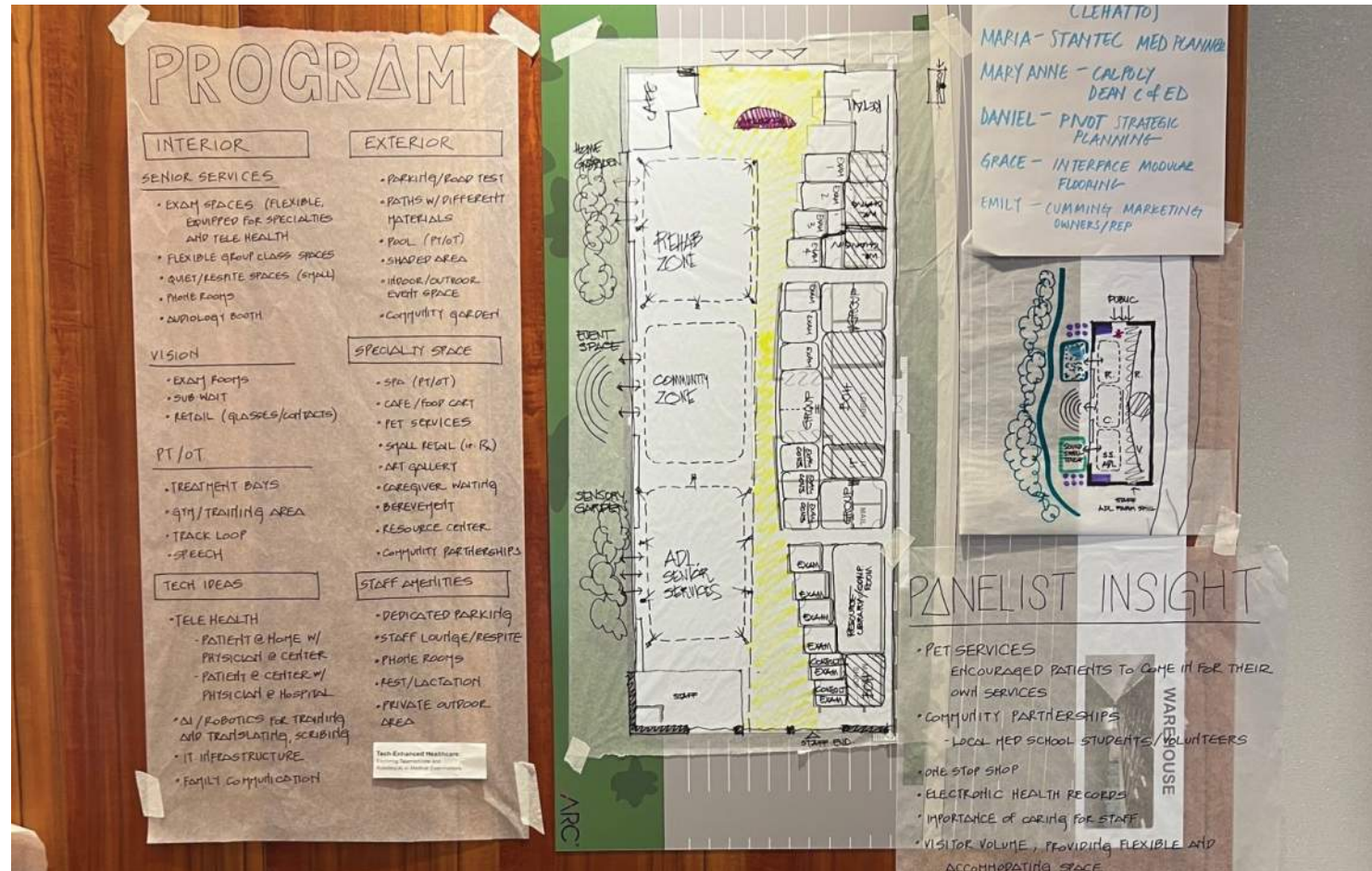


Table 4: WAREHOUSE

PANELIST: Don Manelli

SERVICE LINE: Senior Services, Vision, PT/ OT

SECRET INGREDIENT: Technology



Collaboration and inclusion of ideas from healthcare professionals with different perspectives informs outside the box access to care. Together they created a design that would meet the diverse needs of both patients and the community

- **Site Analysis and Pet Care Integration:** The nearest neighbor, a pet shop, provided insight into the importance of pets in patients' lives. The group considered integrating a pet care component into the program, recognizing the significant role pets play in senior patients' well-being.
- **15-Minute Neighborhood Concept:** The site's location across the freeway from residential areas posed a travel challenge. The group explored ways to facilitate access, proposing a connection to a hospital monorail and implementing a community shuttle service.
- **Social Gathering Place for Seniors:** The facility aimed to be more than just a place for wellness, with a focus on creating a social gathering space for seniors to foster community and connection.
- **Strategic Site Approach and Circulation:** The design incorporated a circuit for circulation within the structure, reorganizing public arrival points to be more visible and accessible. Outdoor spaces were integrated as extensions of clinical areas to enhance patient experience.
- **Separate Access Points for Public and Staff:** The design included separate access points for the public and staff, providing amenities for staff to decompress away from patient areas.
- **Senior Skills Practice Area:** A dedicated parking area was designed for seniors to practice driving skills, emphasizing safety and skills development.
- **Technology Integration for Assessment:** Enclosed rooms were designated for exams, consultations, and telemedicine sessions. The facility prioritized the integration of technology for research, movement assessment, and cognitive testing to provide more accurate risk assessments.
- **Theatrical Approach to Open Plan:** The open plan was designed with a theatrical approach, incorporating technology in the ceiling and drop-down partitions for flexibility. Different environments were created, to meet the varying spatial preferences of the patients and visitor.





Table 5: PET STORE

PANELIST: Dr. Erick Cheung

SERVICE LINE: Mental Health, Allergy Clinic, Outpatient Imaging

SECRET INGREDIENT: Nutrition



Inspired by the previous function of the existing space, the group creatively integrated pets into the design, creating a unique and innovative approach to healthcare and community wellness.

- **Connecting Mental Health to the Pet Store Legacy:** The group rebranded the site as “The Farm,” tying the legacy of pets and allergies to the new purpose.
- **Emphasis on Community Involvement:** The design prioritized community engagement, recognizing that health is a community concern.
- **Transparency in Healthcare:** The concept of transparency was integrated into the design as an essential aspect of overall health.
- **Addressing Mental Health Stigma:** Therapy spaces were strategically distributed throughout the building to reduce the stigma associated with mental health. Various therapy spaces were designed, including private rooms for one-on-one therapy.
- **Multifunctional Space:** The second floor was allocated for an allergy clinic and diagnostic areas with a separate entrance to keep at-risk patients away from pet-related allergens while providing them with an understanding of the services available for continued treatment or diagnosis, including outpatient imaging with mobile x-rays.
- **Incorporating Pets:** The design included outdoor spaces where animals could be integrated into therapy, such as pet adoption, “rent-a-pet” interaction, a pet park, a pasture, and a water element for sustainability purposes (e.g., a retention pond).
- **Garden for Nutrition and Aromatherapy:** A garden was integrated into the design for community nutrition, and it would also serve as a source of aromatherapy. The produce from the garden could be used in the on-site café.
- **Amphitheater for Education and Outdoor Activities:** An amphitheater was included for educational events, outdoor programming, and exercise sessions.
- **Display Kitchen and Outdoor Café:** The facility featured a display kitchen and an outdoor café, promoting a holistic approach to health that includes healthy eating.
- **Caretaker Suite for Pets:** A dog/site caretaker suite was integrated into the design to ensure that pets on site were happy and well cared for, whether they were available for adoption or part of a visitor’s therapy.



Table 6: NEWSPAPER HEADQUARTERS

PANELIST: Laura Grant

SERVICE LINE: Cancer Infusion, Dermatology, Senior Services

SECRET INGREDIENT: Technology



The workshop offered the opportunity to meet people with diverse perspectives, including a significant presence of engineers who contributed to the project’s success. The design maintained building size but embraced technology and evolved to create a healthcare facility that met the needs of the community.

- **“Community Herald”:** The project embodied guiding principles of being a health hub that is calm, safe, accessible, and technologically advanced. The emphasis was on providing amenities and a high-tech environment that seamlessly integrates with the overall design.
- **Strategic Site Location:** The site, positioned on the corner furthest from the hospital, informed the design with its proximity to the neighborhood, which included additional amenities like a mini CVS/Target and a café for the benefit of the community, patients, seniors, and staff.
- **Comprehensive Senior Services:** The facility incorporated a dedicated activity center for seniors, complete with a “Genius Bar” to provide assistance with technology.
- **Multi-Floor Layout:** The first floor served as a community center, housing a retail pharmacy (CVS) with a private lobby for patients. The second floor was allocated for dermatology while the third floor catered to cancer infusion with a view of green space. The third floor was designed for a quieter, lower activity level.
- **Rooftop Community Garden:** The roof was transformed into a community garden, providing a serene outdoor space for relaxation and engagement.
- **Digital-First Approach:** The building was designed with a digital-first mindset, ensuring seamless access to technology. A “Genius Bar” was established to offer assistance with technology-related queries, providing a human touch to the digital experience.
- **Enhanced Patient Engagement and Staff Satisfaction:** The design aimed to increase patient engagement and boost staff satisfaction and retention, with innovative features like pet daycare services for staff members.
- **Emphasis on Learning and Understanding:** The team prioritized a culture of continuous learning and inquisitiveness, especially in exploring the potential of AI and integrated telemedicine for more efficient evaluation, potentially eliminating unnecessary trips for infusion. This approach aimed to track biometrics in a more convenient manner.

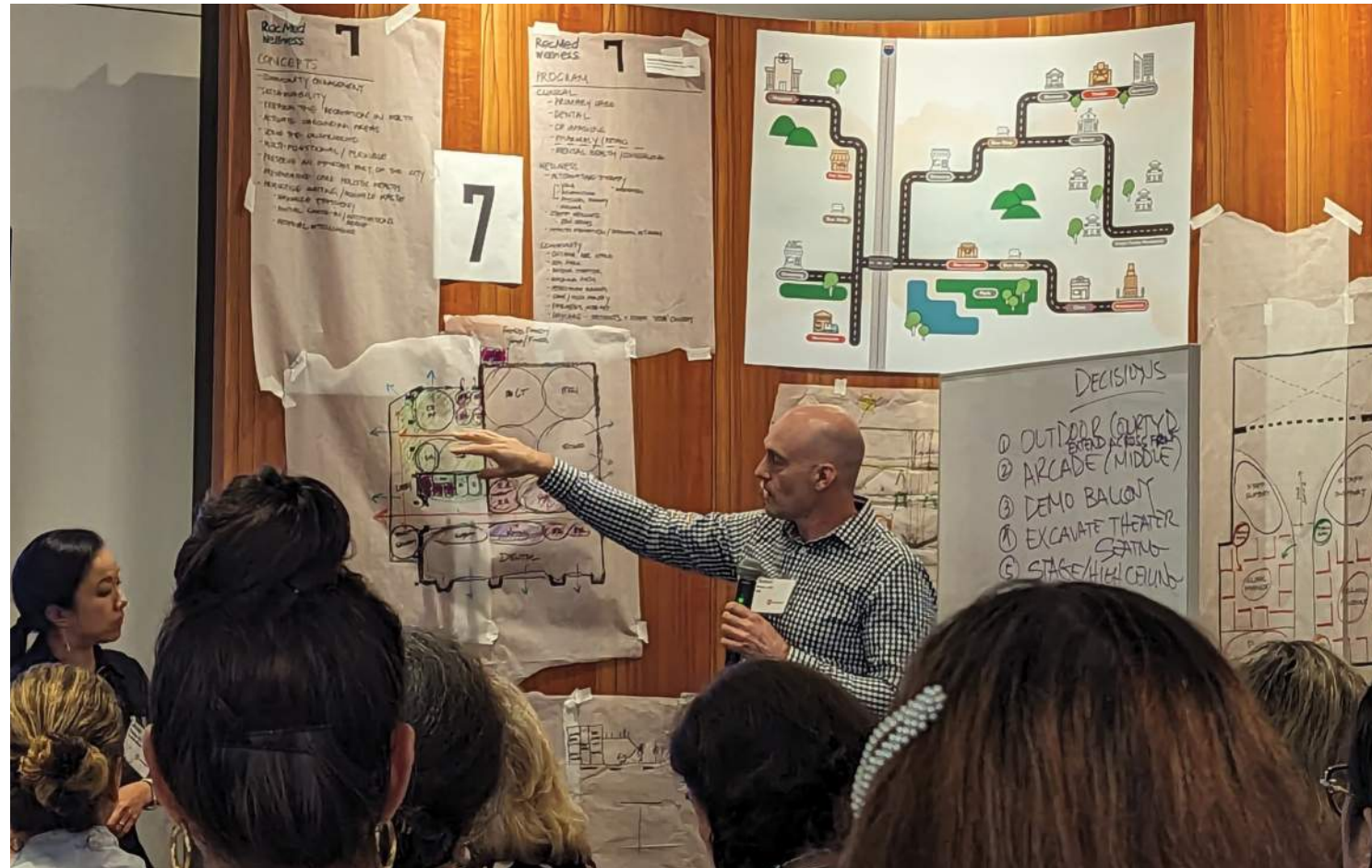


Table 7: REC CENTER

PANELIST: Dr. Anita Girard

SERVICE LINE: Primary Care, Dental, Outpatient Imaging

SECRET INGREDIENT: Wellness Space



This workshop encouraged the group to literally think outside of the box. They leveraged outdoor spaces to create a holistic wellness environment, encouraging both staff and the community to embrace a broader concept of health.

- **Community Integration:** The group emphasized the importance of connecting with the community by creating a bridge to a nearby park across the street and establishing walking paths to the residential neighborhood.
- **Incorporating Recreation:** Instead of taking recreation away from the community, the design incorporated recreational spaces back into the program and the surrounding environment, promoting a holistic approach to wellness.
- **Multipurpose Community Room:** The facility featured a multipurpose community room for activities like yoga, teaching kitchen sessions, meditation, and acupuncture, encouraging community engagement and wellness.
- **Outdoor Activation:** Outdoor spaces, including a pavilion and tennis court, were included to activate the site and offer additional recreational opportunities, such as farmer’s markets, yoga classes, and pickleball.
- **Staff Wellness:** The design included 8x10 rooms for staff wellness, providing spaces for meditation, relaxation, and staff respite.
- **Layout and Wellness Spaces:** Primary care and pediatrics were situated on the second floor, and wellness spaces, including vitamin infusion areas, were incorporated to enhance the well-being of patients.
- **Natural Light and Integration:** The design added windows for daylighting, and a lobby space with glazing was integrated to connect the facility with its surroundings, promoting a sense of openness and well-being.

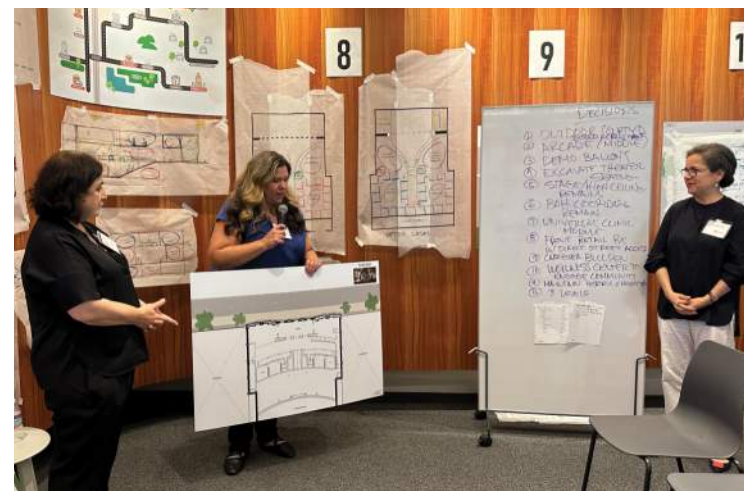
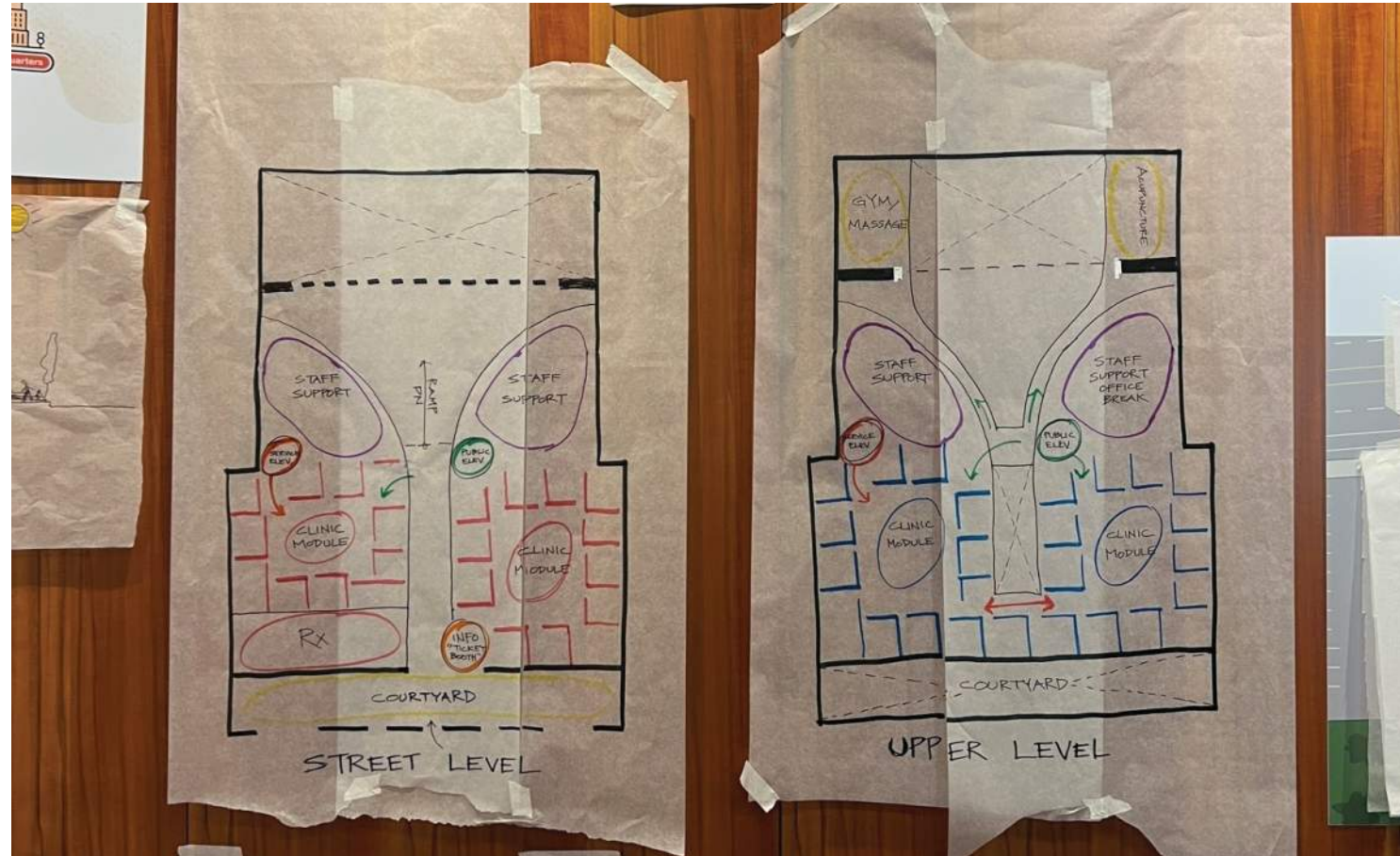


Table 8: THEATER

PANELIST: Avi Grigorescu

SERVICE LINE: Primary Care, Retail Pharmacy, Dermatology

SECRET INGREDIENT: Wellness



The most appreciated aspect of the workshop was the collaborative effort, with a focus on working together to create a design that didn't dwell on technical aspects like the size of mechanical shafts, emphasizing the human and experiential qualities of the space.

- **Embracing Theater Quality:** The design drew inspiration from the qualities of a theater, aiming to create an atmosphere akin to the grandeur and history of places like the Spruce Goose for Google offices. The aim was to preserve the theater's historical significance for the community.
- **Fostering a Working Community:** The approach was to bring people into the building through the main entrance, promoting a sense of community and interaction.
- **Utilizing Existing Space:** The design incorporated a wellness clinic at the rear, with access from the entrance through an arcade, guiding people through the building from the street. The high ceilings allowed for the creation of a demo balcony with seating, capitalizing on the vertical space.
- **Celebrating Stage:** The existing aesthetics of the theater were embraced, with the stage being repurposed for various functions. The design considered excavating for additional space while recreating ramps for accessibility, potentially allowing for another level to be added.
- **Strategic Retail Pharmacy Placement:** The retail pharmacy was positioned at street level for easy access, emphasizing its role as a community pharmacy.
- **Universal Clinic Spaces:** The Primary Care clinic and Dermatology exam rooms were designed to be shared, eliminating the need for segregation.
- **Creating a Personalized Experience:** The design allowed individuals to make the space their own, particularly in community components like gym facilities, massage rooms, acupuncture spaces, and yoga studios. The goal was to create a destination that people could connect with.
- **Indoor/Outdoor Integration:** The design incorporated an indoor/outdoor space at the sidewalk level to draw people in. The layout included a main street/arcade, with clinics on the main floor, and wellness ramps leading down to the stage area. Natural light was channeled down into the lower level, enhancing the sense of openness.
- **Unique 3D Space Concept:** The design was influenced by the 3D spatial qualities reminiscent of the Bradbury Building.

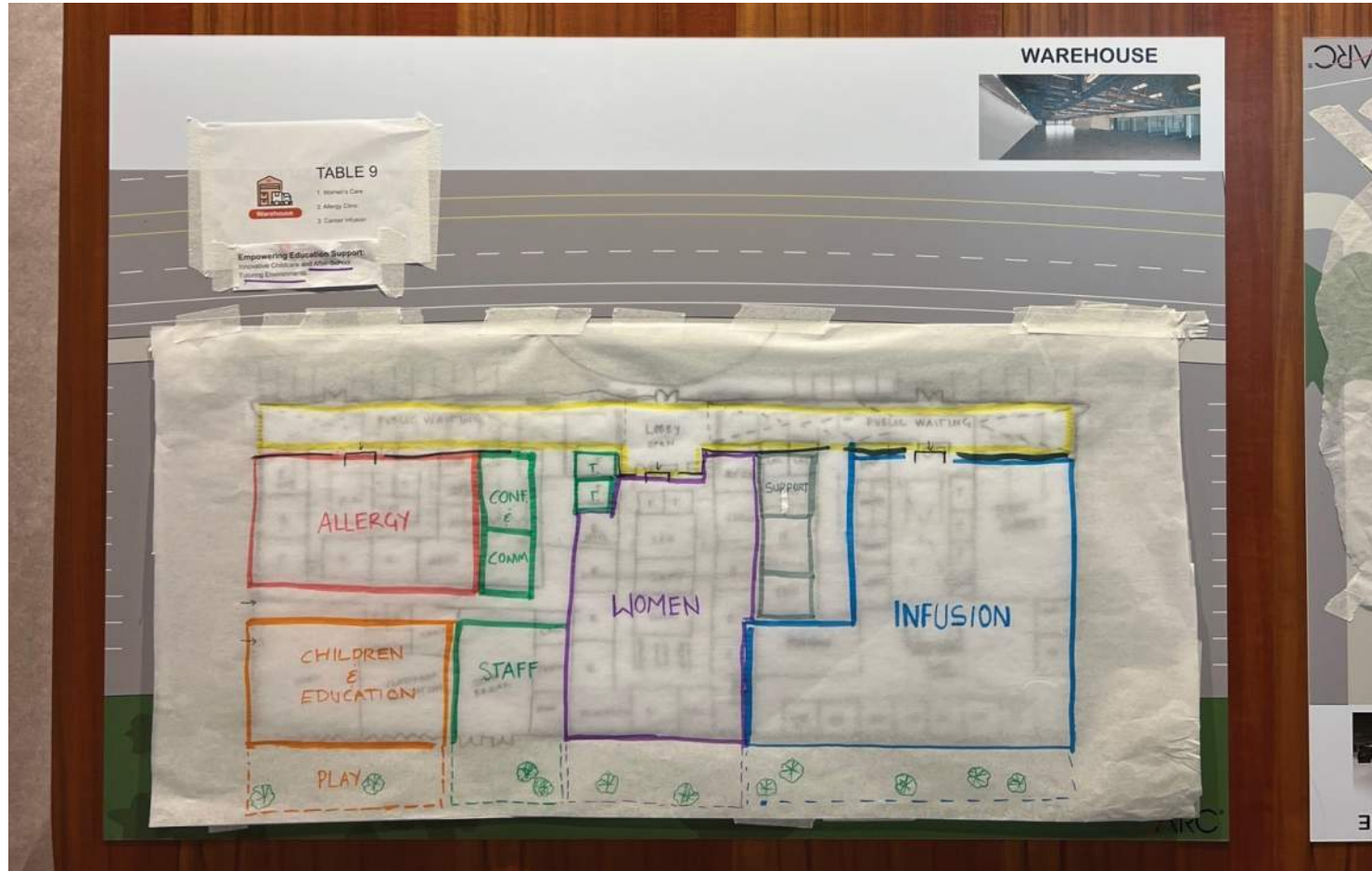


Table 9: WAREHOUSE

PANELIST: Bill Eveloff

SERVICE LINE: Women's Care, Allergy Clinic, Cancer Infusion

SECRET INGREDIENT: *Childcare*



Exceptional teamwork, collaboration, and innovative thinking resulted in a design that not only repurposed the old warehouse effectively but also addressed the diverse healthcare needs of the community in a thoughtful and comprehensive manner.

- **Adapting to the Industrial Setting:** Recognizing the industrial neighborhood, the design aimed to bring in natural light and create a spacious, tall environment within the warehouse.
- **Access to Comprehensive Health Services:** The facility ensured accessibility to a range of clinical services, including pediatrics with daycare support, to address the healthcare needs of the entire family.
- **Central Circulation Spine:** A main circulation spine or concourse was established to provide easy access to each clinic. The circulation areas were thoughtfully placed along windows to maximize natural light.
- **Educational Component for Children:** An educational component was incorporated to engage and support children in the healthcare setting, fostering a child-friendly environment.
- **Community and Staff Spaces:** The design identified dedicated spaces for both the community and staff. Outdoor areas were made available to all, with specific areas set aside for various purposes.
- **Healing Gardens:** Specialized gardens, such as butterfly and hummingbird gardens, were created for infusion patients, offering a soothing and serene environment.
- **Prioritizing Infusion Services:** The infusion department was designed to occupy a significant portion of the building, recognizing its revenue-generating potential.
- **Patient Privacy and Safety:** The infusion department was strategically located to minimize patient interactions, considering that infusion patients may be immune compromised.
- **Maintaining Warehouse Aesthetic:** The group aimed to preserve the warehouse's industrial aesthetic, blending it with the healthcare environment.

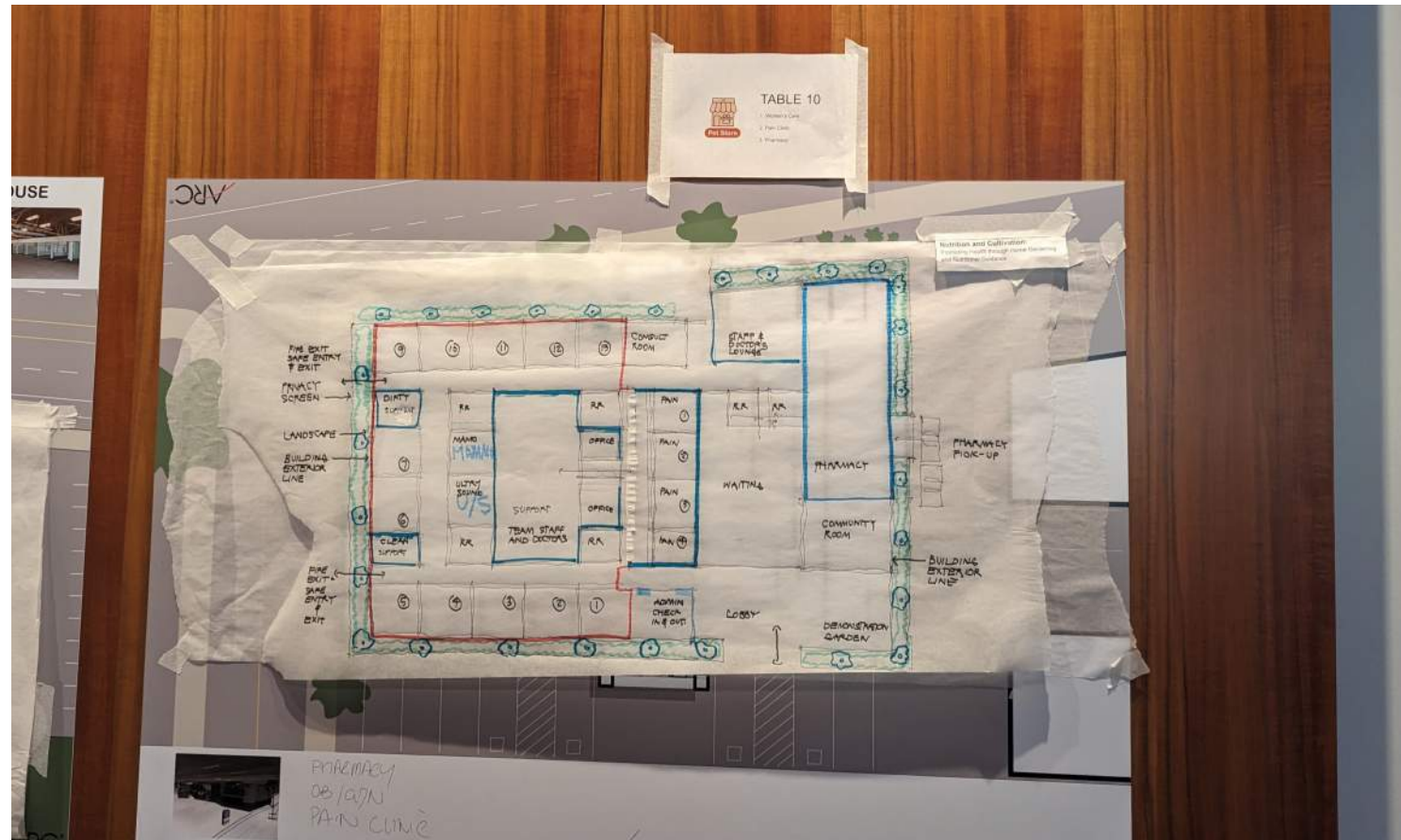


Table 10: PET SHOP

PANELIST: Kim Roberts

SERVICE LINE: Women's Care, Pain Clinic, Retail Pharmacy

SECRET INGREDIENT: Nutrition



Unique contributions from each participant imbued a collaborative spirit within the group which resulted in a design that integrated the various services while prioritizing privacy, accessibility, and the overall well-being of patients.

- **Single-Floor Design:** The group chose to keep all services on one floor, simplifying the layout for ease of access and navigation.
- **Drive-Through Pharmacy:** A drive-thru pharmacy was incorporated to enhance convenience for patients.
- **Privacy-Oriented Design:** The building's edge was pulled back, and privacy screens through landscape elements were utilized to create a more private atmosphere for exam rooms and waiting areas. Each room was designed to have natural light.
- **Common Waiting Area:** A common waiting area was established to serve all services, creating a shared space for patients to wait.
- **Private Section for Women's Care:** A private section was designated for Women's Care to ensure a safe and confidential environment for female patients.
- **Safety Considerations:** The design included a safe exit route for women who may need to escape a dangerous situation.
- **Demo Garden and Community Room:** A demo garden and a community room were incorporated into the design to support nutrition and community engagement.
- **Revenue Generation:** The group recommended leasing the second floor for yoga, meditation, and spa services as a means to generate additional revenue





## What We Learned: Some Panelist Takeaways



*“Creativity is astonishing. At Purposeful there is no conflict and the ideas are great. The role that architects have in healthcare is impressive. Designs are about people before anything else. The impact of creativity on health of patients is a revelation.”*  
- Don Manelli

*“Imagine if we could build 10 community centers in Los Angeles, there would be less patients in the EDs. We’re solving healthcare for the wrong problem, we need to focus on prevention.”*  
- Dr. Anita Girard

*“Kaiser’s mission is to do exactly what was discussed at today’s exercise. The mission is to keep members healthy, not necessarily to heal. The focus is on prevention and education. Citizen architects - we come into the world to leave it better than we found it.”*  
-Avi Grigorescu

*“The teams today were creative. Let’s find the old buildings and make it happen with all of the talent in the room. Let’s create a space where the community feels like it’s theirs.”*  
-Audrey Simons





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