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COLLABORATIVE CARE

A look at
Stamford's
Integrated
Care Pavilion

INSIDE

FOCUS:
SPECIALTY CARE

SPOTLIGHT:
FLOORING

+
DIGITAL DISPLAYS



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PHOTOS BY JOHN GIAMMATTEO

COLLABORATIVE CARE

*New multi-specialty
pavilion optimizes patient-
centered experience*

Exam rooms with abundant natural light and flexible modular equipment support patient engagement.



As a member of the Planetree Alliance, a group of hospitals nationwide whose philosophy revolves around patient-centered care, Stamford Health had high standards for the medical office pavilion it planned to build adjacent to its hospital in Stamford, Connecticut.

The goal was to develop a clinically integrated, collaborative environment that was welcoming to patients and attractive to employed and independent physicians in the community. The project was a centerpiece of the clinical integration strategy developed by Stamford Health, a not-for-profit healthcare system in the Northeast that provides comprehensive patient care through 305-bed Stamford Hospital, Stamford Health Medical Group and regional ambulatory locations.

The multi-story, 97,000-square-foot Integrated

Care Pavilion with integrated parking opened in December 2016. Conveniently connected by skyway to the 11-story, 640,000-square-foot hospital, the ICP offers a wide range of ambulatory and specialty care services.

Establishing clear goals

As hospitals and health systems are becoming increasingly responsible for managing the health of their communities, Stamford Health not only focused on improving its acute care services with the construction of the new hospital, but also focused on creating a



more coordinated continuum of care for patients with acute and chronic diseases. This required the development of a new ambulatory care center that better organized and integrated both employed and independent physicians with diagnostic and treatment services into distinct outpatient programs.

Creating this type of facility required Stamford to assess the needs of its community along with its operational practices, and evaluate and consider industry best practices and innovations in care delivery.

The development process for the ambulatory care facility started by establishing a clear set of goals that aligned the various stakeholders and ensured all decisions contributed to the accomplishment of these objectives. These goals included:

- > optimizing care delivery and patient satisfaction
 - > expanding access to centers of excellence and specialty physician practices
 - > supporting physician collaboration and productivity
 - > containing the cost of care
- Given these goals, the first

The 97,000-square-foot Integrated Care Pavilion is a multi-specialty, one-stop healthcare destination that is an extension of Stamford Hospital's commitment to patient-centered care.

Right: Off-stage provider workspaces in the new pavilion promote collaboration.

major task was to consolidate medical practices housed throughout multiple locations in the community into new environments that promoted collaborative care and improved the patient experience.

Engaging project stakeholders in development

A multifaceted approach to the facility planning process helped Stamford Health achieve its goals for the new ICP. The process started by having the Stamford Health Medical Group identify and build off its successful operational practices that could serve as the foundation for a new model of care for the ICP.

This included the identification of an integrated medicine program it had successfully developed in an off-campus, ambulatory care facility called the Tully Center. Stamford Health used this as the basis for its approach for the new collaborative care delivery model at the ICP.

One innovation the team thought might advance goals for the project was an

PROJECT TEAM: STAMFORD INTEGRATED CARE PAVILION

Core and Shell Building

& Parking Contractor:

Suffolk Construction

Tenant Improvement

Contractor: A.P. Construction

Architect & Interior

Designer: WHR Architects

Structural Engineer:

Walter P. Moore

Civil Engineer: Redniss & Mead

Landscape Architect: Dirtworks

MEP Engineer: Edwards & Zuck

Developer: MedCraft

Healthcare Real Estate

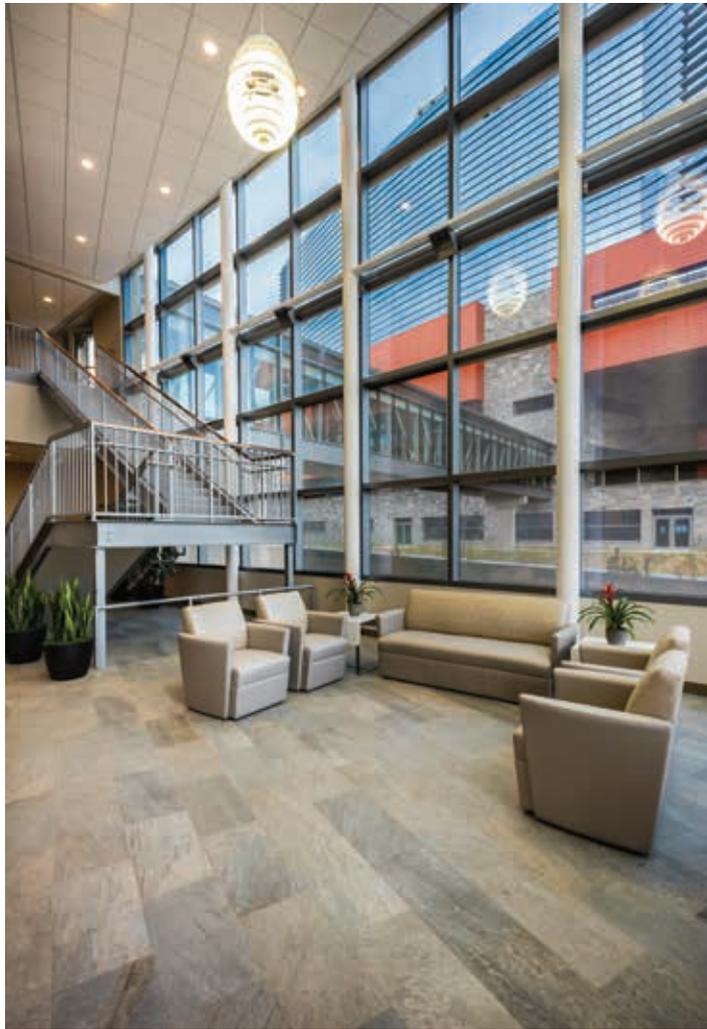
From top: An open atrium and floor-to-ceiling windows welcome patients, visitors and staff.

This centralized registration and check-in area is designed to support multiple physician practices and simplify the process for patients.

on-stage, off-stage care delivery model, which separates patient circulation flows from clinician workspaces. This model has been successful in increasing patient satisfaction scores by reducing wait times, streamlining the registration process and avoiding exposure to busy clinical work areas.

To help the clinical care teams become familiar with this model, several physicians and leaders were invited to tour a recently completed facility on the west coast to see the model in action. Participants not only toured the facility, but had the opportunity to have candid conversations with peers to learn about what worked and could be improved in the facility. The team returned to Stamford as enthusiastic advocates, bringing ideas that emphasized patient-centered care and fit with the health-care organization's culture and goals.

The next step was to lead multiple Lean design workshops where clinical staff and physicians worked alongside the project team in all phases of design and were encouraged to identify opportunities to eliminate waste and gain efficiencies. These workshops helped the teams get accustomed to working together to create collaborative environments that coordinated care among specialties and disciplines and consolidated



support spaces where appropriate. For example, the registration functions were centralized on each floor to support multiple physician practices and exam room pods were designed to minimize travel distances and improve operational functionality between multiple specialties.

Based on the interactive workshops and tours, two preferred practice models emerged. To facilitate a decision, two full-scale mock-ups were built to allow providers to experience and evaluate the advantages and disadvantages of both models.

Clinical staff, as well as patients and community leaders, had the opportunity to walk through the mock-ups and provide written evaluations that assessed features such as kiosk check-in, on-stage and off-stage zones and team touchdown workstations. This feedback was





On-stage patient circulation areas have been successful in increasing patient satisfaction scores by reducing wait times, streamlining the registration process and avoiding exposure to busy clinical work areas.

environments on the hospital campus.

By giving physicians, staff and community members the opportunity to participate in the process, these stakeholders created a collaborative care delivery model that met their specific practice needs and accomplished goals for the project.

“For many physicians, relocation to the ICP can have a significant impact on the care we provide,” says Charles E. Littlejohn, M.D.

“It will allow me to be more efficient and help ensure I can offer all of my patients the clinical attention they deserve.

“Beyond the simple convenience of our new location, I will have quicker access to any emergent patients admitted to Stamford Hospital and any specialist consults I may need. A vast range of clinical expertise can be at my side to assist with patient care virtually at a moment’s notice.”

Stephen Buckeridge, MedCraft development principal, has 26 years of healthcare planning, development, program management and acquisition experience. Eric Carmichael, MedCraft principal, has developed more than 1 million square feet of medical office and ambulatory care facilities.

used to determine the final delivery model, which was subsequently adopted as the standard for other new medical group locations.

Extending the Planetree experience

The building’s aesthetic features extend and advance the benefits of the Planetree patient-centered philosophy of care into the ICP. An open atrium, floor-to-ceiling windows and a glass curtainwall welcome patients, visitors and staff.

This connection to the outdoor environment provides a sense of natural warmth to incoming patients. The exterior materials and interior palette were all designed to complement the new hospital.

Overcoming challenges, complexities

Not only was there a need to rethink the clinical strategy and extend the Planetree experience, but there was also a need to establish a parking solution that served not only the new ICP but the entire campus.

A solution was recommended that stacked parking and medical office space in a single building. A third-party consultant was engaged to help develop an operational model that was economically competitive with other nearby hospital campuses. The stacked parking solution supports the Stamford campus plan and provides convenient access for patients and visitors to the ICP and hospital.

Another challenge was the discovery of unforeseen soil issues during the initial site and foundation work that was not known based on the original geotechnical reports. Acting quickly, the project team resolved these issues without raising costs or delaying the project. By resequencing building activities, the project moved forward on schedule.

Realizing vision of collaborative care

Stamford’s new ambulatory care center positions the health system as a premier provider of 21st century care and successfully complements the new hospital by extending the continuum of care for its specialty centers into more efficient and collaborative care