

“Lean” Trends & Transformation in Healthcare Facility Design



The Neenan Company

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Healthcare Today = Transformation

Cost is the
primary
driver and
concern



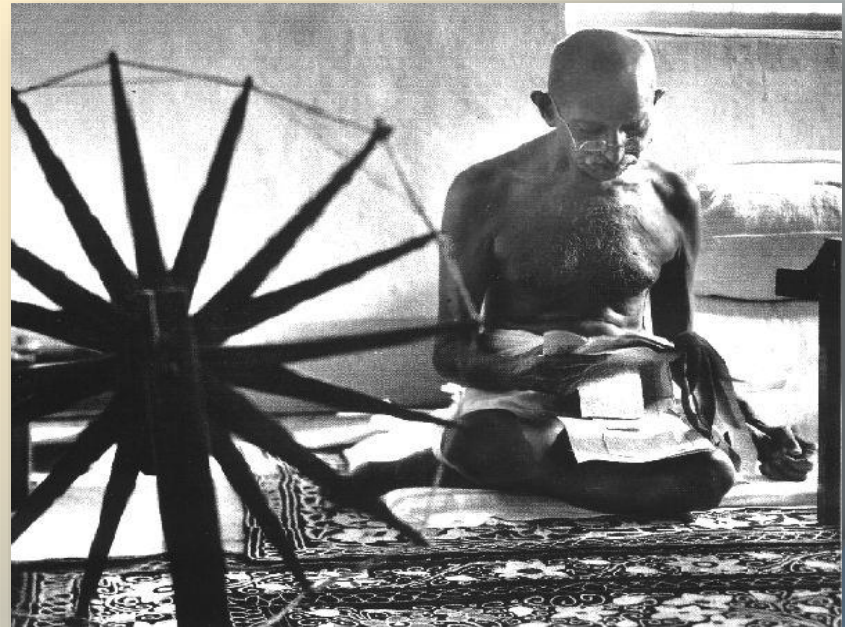
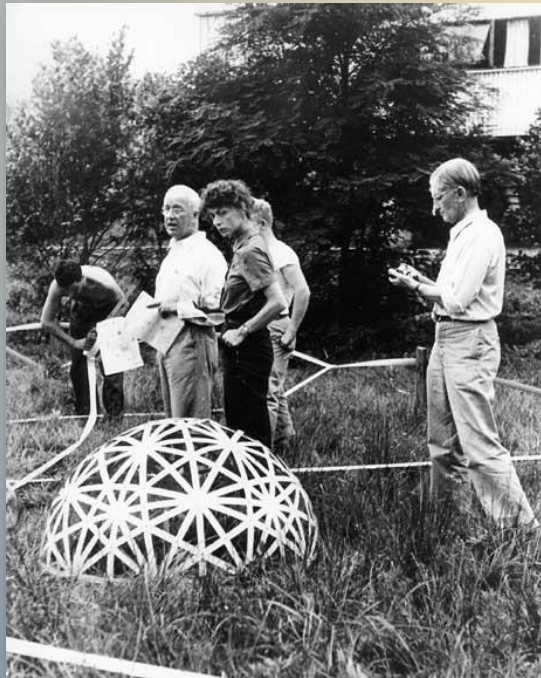
17% of GDP



Gandhi Engineering

“Doing More with Less for more and more and more . . . “

R.A. Mashelkar: Breakthrough designs for ultra-low cost products



Lean Collaboration expands ideas

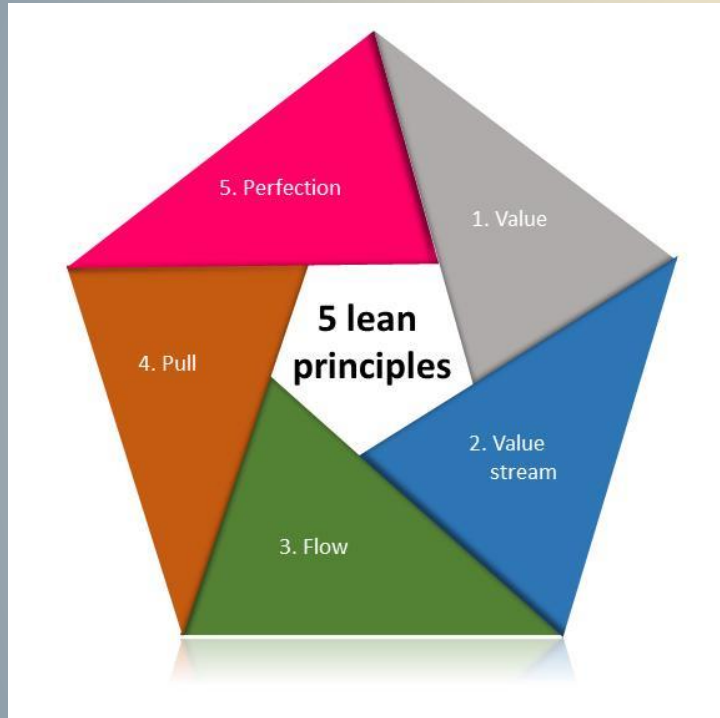
The magic of
transformation
inspires and motivates
all



To win:
Solve scarcity, deploy
transformational
innovation



The 5 principles of lean



- ❖ Identify Customers, value
- ❖ Define value stream
- ❖ Create flow
- ❖ Respond to pull
- ❖ Seek perfection

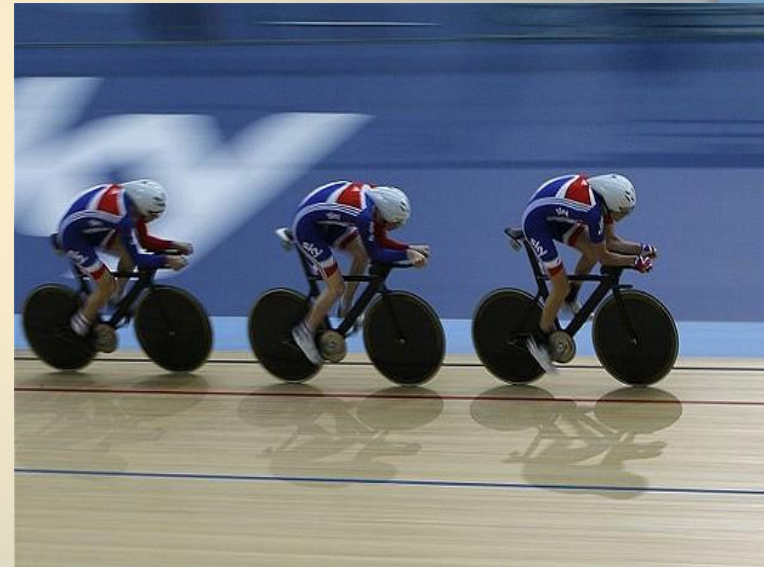
The **Big Five** Ideas of Lean

- ❖ **Collaborate**
- ❖ **Optimize the whole**
- ❖ **Learn by doing**
- ❖ **Tasks are commitments**
- ❖ **Readiness/Relatedness**

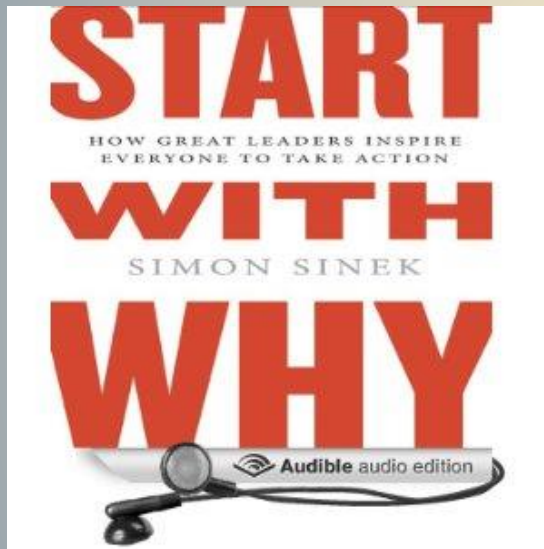


The **New Culture** Lean behaviors

- ❖ **Continuous Improvement**
- ❖ **Innovate**
- ❖ **Competitive mindset**
- ❖ **Build trust**
- ❖ **Reliability**



The **WHY**...The paradigm shift



- ❖ Patient Centric
- ❖ Population Based
- ❖ Community Wellbeing
- ❖ Efficiency/Integrity
- ❖ Affordable

The **How...** transformation



- ❖ **Patient** vs. staff **centric** (design, processes and experience)
- ❖ **Team** vs. caregiver **centered** (innovative collaboration)
- ❖ **Functionality** vs. form **driven** (facility design)
- ❖ **Lean led** processes vs. tradition (operational)
- ❖ **Change is hard...**

*transformation is very
difficult*

The **what**... Superior Outcomes



- ❖ **Access**, market dominance
- ❖ **Value**, safety, quality over volume
- ❖ **Service** experience (consumerism)
- ❖ **Flexibility** and adaptability
- ❖ **Sustainable** strategies/initiatives

Change

Who says you can't be big and nimble?

► [Read more](#)



**Flexible, nimble,
Less expensive to build and operate,
Sustainable**

Patient/customer wants



❖ What?

- S, Q, A, E, \$\$...

❖ How?

- Transparency
- Access
- Patient Centric Everything

Organization **needs:**



What?

- **S, Q, A, E, \$**
- *Differential advantages*

How?

- **Eliminating waste,**
- *Driving Innovation*

Applying Metrics



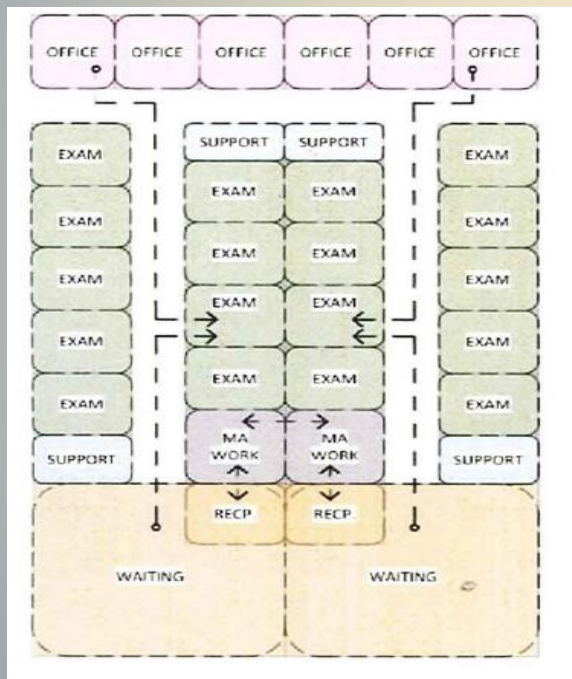
- ❖ Validate **affordability** to drive access... competitive forces
- ❖ Plan for **continued expansion** ...changing marketplace
- ❖ Exceed targets for **sustainability**...for the business and environment

Buildings are **Change** Agents



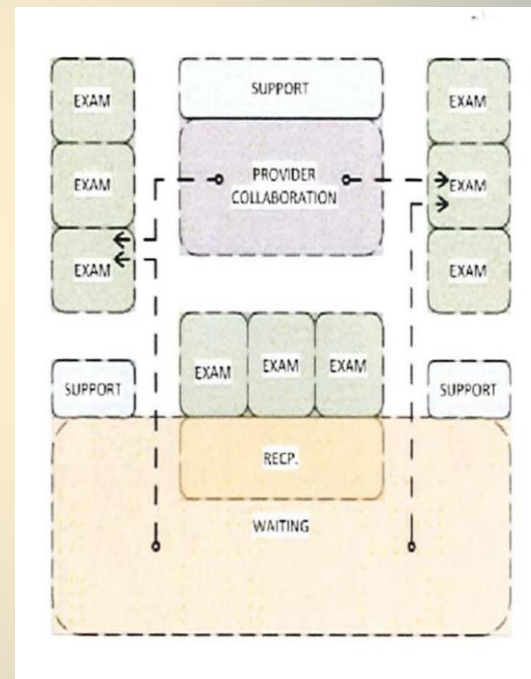
The **past** medical modules

'Traditional'



Kaiser, CHW, VA

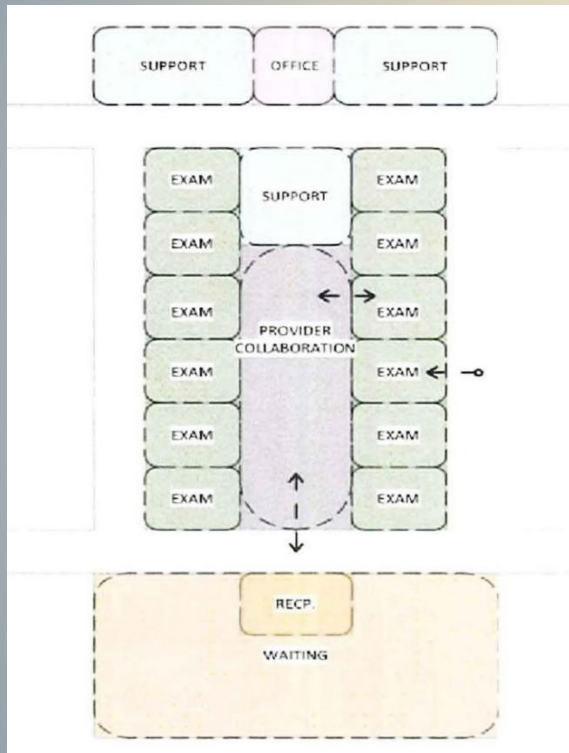
Denver Health



Denver Health, CHC's,

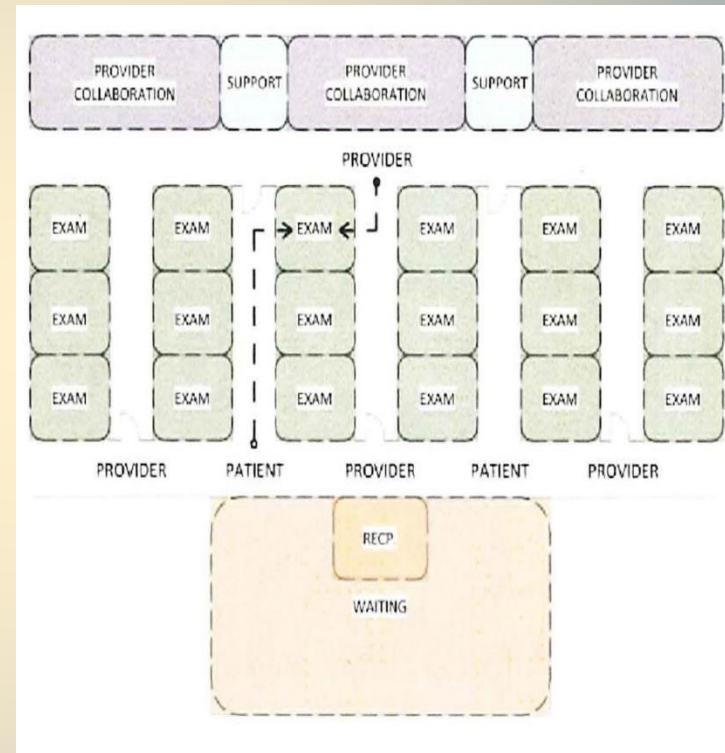
The **past** medical modules...

‘Virginia Mason’



Virginia Mason, Seattle Children's,

‘Utah’



Utah

Lessons from the past...



- Main nurses' workstation is an **open**
- **Sightlines** from caregivers to patients
- Rooms sized for increasing **technology** & family participation
- **Distributed** workstations

The More Recent Past

Sutter Gould Medical Foundation | Medical Module



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Patient Environment



- ❖ **Flow**, access, way finding
- ❖ **Services at point of care**
- ❖ **Comfort, flow**
- ❖ **Technology** enabling
- ❖ **Effective and Affordable...**
- ❖ **Right care - the right time - the right price**

Patient Environment



- ❖ Slider door entry
- ❖ Ergonomics
- ❖ Comfort, privacy
- ❖ Technology
- ❖ Effective and Efficient...

Caregiver Environment



- ❖ **Best practices** = evolving standards
- ❖ **Collaboration** = the Care Team
- ❖ Optimal **flows** (pocs & resources)
- ❖ Eliminate **WAIT** = effective time use
- ❖ Leverage **patient time**
- ❖ Just in time **flows**
- ❖ Enable **provider work** (team, private)

Caregiver Environment



- ❖ **Team Work** = evolving standards
- ❖ **Private work** = the Care Team
- ❖ **Proximal flows** (pocs & resources)
- ❖ **Readiness** = effective time use
- ❖ **Leverage technology**

Early adaptors



St. Johns Rolla - Clinic Support
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Eliminated Waiting Room

Central vs. Distributed Work

Team vs. individual

**Collaborative vs. Segregated
Space**

HER Driving Information Access

Right sized

Leverage technology

Eliminate paper

JIT

Innovations & New Developments



- ❖ **Access:** Call Center, Navigators, Kiosks...
- ❖ **Eliminate wait,** all wait
- ❖ Superior **scheduling driving flow**
- ❖ Multi-discipline **Care Teams**
- ❖ Technology: **Pad vs. PCs;** printers, screens...
- ❖ **Flexibility:** Modular, multi-function,
- ❖ Privacy is a must: **On-stage off-stage**
- ❖ **Tracking** technologies and **metrics**

Soon: Tech Sustaining Wellbeing



- ❖ Tele-health
- ❖ Group visits
- ❖ Laboratory Innovations
- ❖ Technological diagnostics
- ❖ Home health
- ❖ Corporate health

Transformational Delivery

- ❖ Patient Centric
- ❖ Transformational & Innovating
- ❖ Sustainable
- ❖ Technology Enabling
- ❖ Resources Leveraging



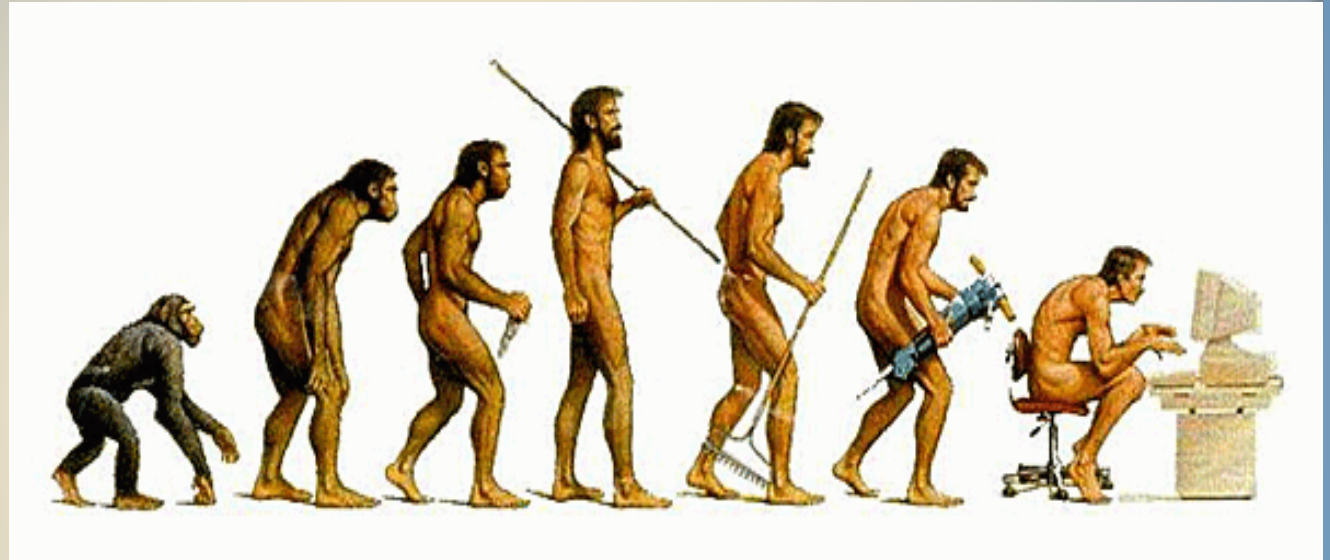
Become a Mutant



Darwin:

“It is not the strongest of the species that survives but the most adaptable”

Disrupt the trend



Lead **transformation**, lead the
wellbeing industry

Transformational Leap! Not incremental



Lean and Neenan

- ❖ **CDP's**
- ❖ Engage **Stakeholders**: thinking differently...
- ❖ **Innovation** in all domains
- ❖ Lead **value** discovery
- ❖ **New Focus:**
 - **Experiential**
 - Integrated **Care Teams**
 - HC is a **Team sport**
 - **Leverage** Technologies (communication, EHR,)

Innovation



- ❖ **Seeing** Differently
- ❖ **Doing** Differently
- ❖ Making a
Difference
- ❖ **Converting**
Problems
into **Opportunities**

Lean = “Pull” (Patient’s)

- ❖ Eliminating Waiting
- ❖ Simplifying Process
- ❖ Speeding up Delivery
- ❖ Improving Access

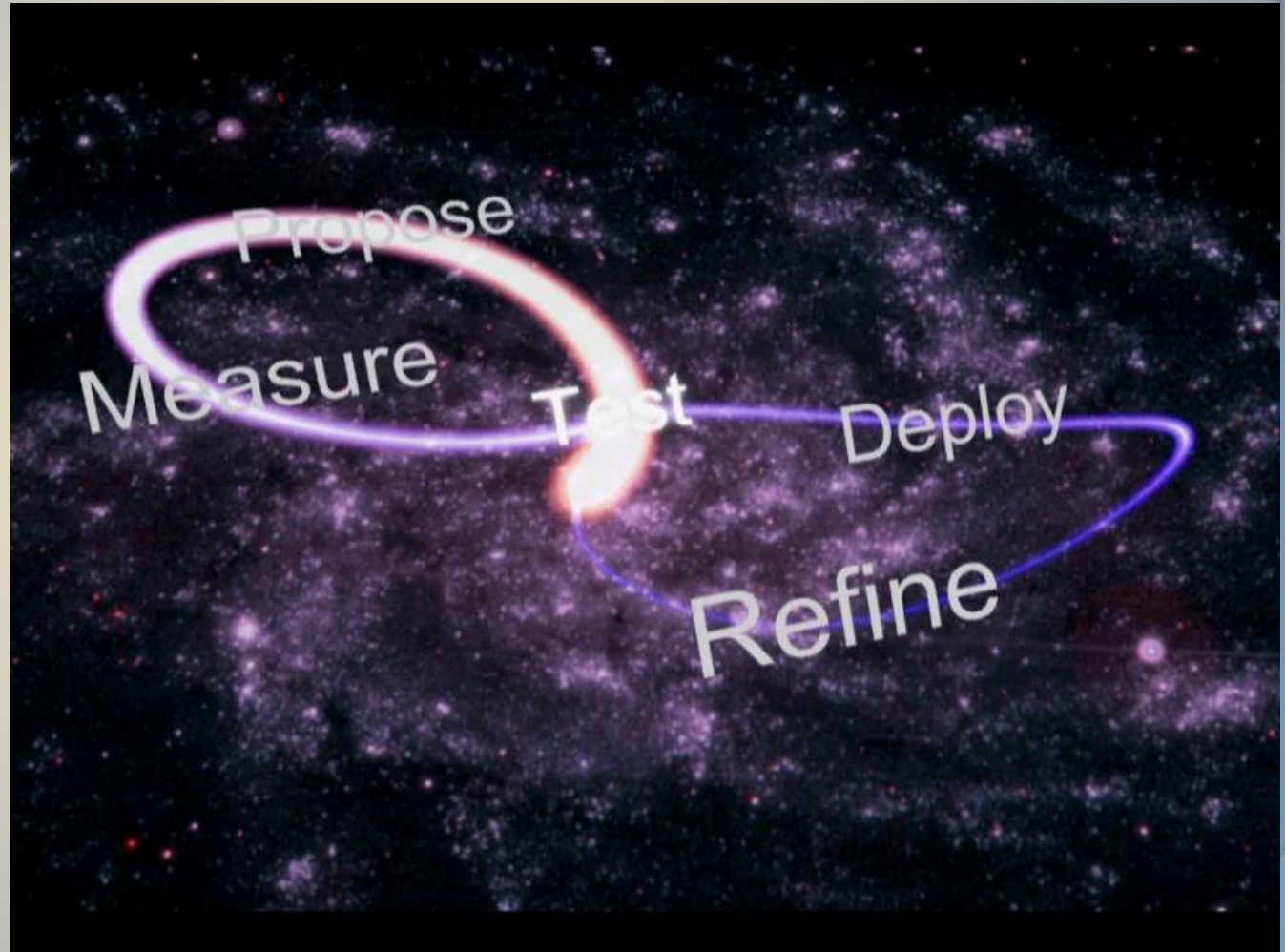


Lean = “Pull” (Staff)



- ❖ **Eliminate** (reduce) wait times
- ❖ Avoid “**batching**”
- ❖ **Empower** all employees
- ❖ **Quality** at the point of service
- ❖ **Readiness** of facilities & equipment
- ❖ **Team** vs. individual

Continuous Improvement a **MUST**



Healthcare is a **team** Sport



THANK YOU

**“Commitment unlocks the doors of
imagination, allows vision, and
gives us the “right stuff” to turn our
dreams into reality”**

James Womack