

The Construction Scrapbook

By

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Building Excellence

Creating the Ideal Patient Experience from the Ground Up

Patient-centric strategies have migrated from customer satisfaction and brand awareness to patient “affinity” or “attachment”.

The competitive advantage goes to the organization who understands that differentiation is the direct result of superior patient experiences. And, superior patient experiences result in better patient care, enduring patient relationships and increased profitability.

What drives patient attachment in today’s marketplace?

A passion for the Ideal Patient Experience.



History-In the Beginning

- *In 1991, Neuroscience Group changed the script of medicine.*
- *Neuroscience Group managed to fix many of the reasons for which people disliked seeing a doctor.*
- *Neuroscience won the hearts and minds of a generation of new patients.*
- *It was the experience that allowed Neuroscience Group to stand out.*
- *Neuroscience Group became newsworthy. NSG was vibrant and interesting.*

Time to Do It Again

- *Patients’ tastes have changed.*
- *House of Neuroscience Group has changed.*
- *Competition has imitated the patient care script.*
- *The script may have negative connotations-access issues, communication issues, etc.*
- *Neuroscience Group must be the innovator.*
- *Neuroscience Group patient experience is ready for an update.*

“From the beginning, we must design and construct the patient experience in a unique way...the ideal way.” Steven. J. Price, M.D., Neurologist Neuroscience Group.

The Neuroscience Group endeavored to create a unique neuroscience health care experience by linking the “ideal patient experience” with facility design. Plunket Rayisch Architects provided the architectural and interior design for the project. Miron Construction was selected as the design-build firm because they had already demonstrated their ability to design and build facilities that could encompass the differentiation, relevance and uniqueness needed to provide ideal patient experiences. The Neuroscience Group’s mission, vision, and values supported a team-based approach to simultaneous facility design and process improvement.

“Customer-centric organizations understand that the keys to developing enduring relationships and improved profitability include: a well-defined, differentiated service promise; clearly communicated marketing messages and consistent service delivery. Loyalty comes through attachment-giving the patient a compelling reason to return for more services.” Margie Weiss, PhD Community Health Advocate

The Vision

The Neuroscience Center was designed as a focal point for comprehensive diagnosis, medical and surgical treatment and rehabilitation of the nervous system and chronic pain (Brain, Spine, Spinal cord and Peripheral Nerves). The Neuroscience Center was designed to demonstrate the integration of a sustainable “green” environment and sustainable business practices.

The Project Goals

- *Mine existing research to better understand how Neuroscience Group sees its business.*
- *Read and review all the current research and trend data available.*
- *Explore best practices for “taking care of the patient” by investigating other medical and non-medical providers. Integrate new research findings with our earlier insights to develop our ideas for the Neuroscience Group patient experience.*
- *Articulate a system of design principles to provide meaningful direction for further development and a clear sense of what to do next.*
- *Establish an ongoing actionable presence for executing on the strategy, outline strategic imperatives, create a “script” for team members, outcomes and preview a timeline for design integration.*
- *Benchmark a range of retail “best practices” to provide guidance in terms of which experiences to investigate.*
- *Establish a brand identity for NSG as the leader in the ideal patient.*



Five Keys to Success

<i>Keys to Success</i>	<i>Strategic Decisions/ Activities</i>	<i>Outcome</i>
<i>Patient Care Services</i>	<i>One-stop neuroscience care location (Clinical care, diagnostics and therapy all at one location)</i>	<i>Key Distinction</i>
<i>Facilities</i>	<i>Health promoting, ambulatory care site, patient-centered, sustainable design</i>	<i>Support the Mission</i>
<i>Program Design</i>	<i>Ideal patient experience</i>	<i>Generate excitement, Brand Enhancement</i>
<i>Trusted Providers</i>	<i>Comprehensive, compassionate, high quality care</i>	<i>Increased patient attachment</i>
<i>Administration</i>	<i>Recruit talented leaders and facilitators</i>	<i>Strategic, visionary decision-makers</i>

“We started with the outcomes-how we wanted our patients to feel-and moved backward from there. A very non-traditional approach.” Margie Weiss, PhD, Community Health Care Advocate

Features

- *Comprehensive, patient-centered, multidisciplinary care for diagnosis, treatment and rehabilitation of the nervous system*
- *Interdisciplinary, continuum of care-including complementary care, such as chiropractic*
- *Go-to destination for all services in one location; known as the preferred providers of care*
- *Widened referral base- primary care / chiropractic / community self-referral from surrounding area*
- *Evidence-based, high-quality, compassionate care which is measured and reported (including clinical research)*
- *Horizontal collaboration with established links to multiple partners*

Action Plan

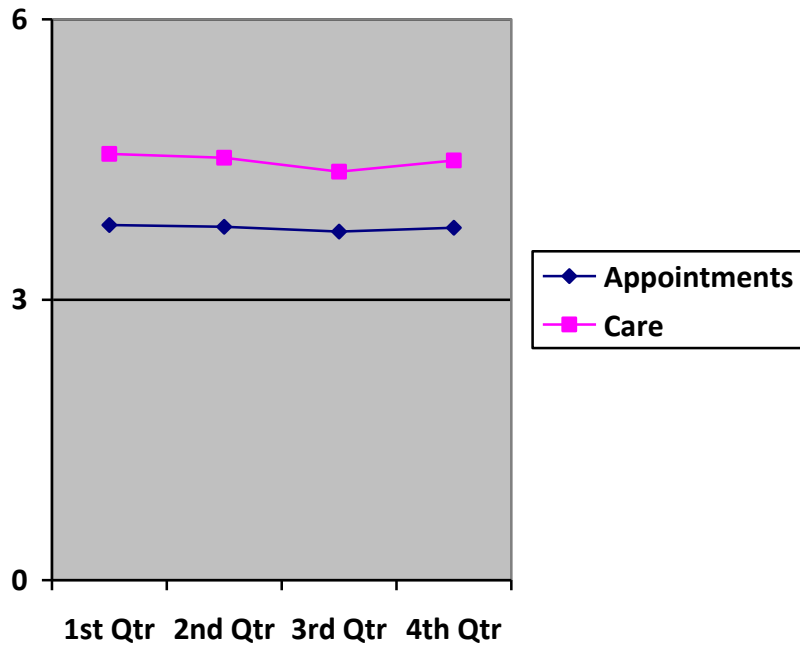
- *NSG opted to design and build neuroscience center outpatient facility (with leased space options) to host the Neuroscience Center for comprehensive care, neurodiagnostics, ancillary services, and therapy services. Purchased 18.1 acres in Town of Menasha in November of 2007.*
- *NSG officials worked with Miron, Town of Menasha and DNR to develop sustainability plan that included restoration of the wetlands areas which would surround the building.*
- *NSG’s construction team selected PRA to lead the design process. Work began with a documentary (on camera) of the present patient experience in the hospital-based clinic.*

- *PRA set up user teams to design work areas consistent with the ongoing development of the Ideal Patient Experience.*
- *Miron-based consultant, Steve Tyink, helped with the Innovation Team process.*
- *NSG (and partners) purchase, operate and manage appropriate diagnostic units (i.e. radiographic/fluoroscopic, EMG, EEG, etc) to support neurodiagnostic services*
- *NSG further develops sub-specialty clinics for headache, epilepsy, MS, movement disorders, etc. by electing to purchase computer-aided, virtual reality balance assessment and training equipment.*
- *NSG hired chiropractic and PT services, including interventional therapies to support non-surgical neuro care needs in outpatient setting*
- *Technology consultant secured (QSE) to aid in delineation of technology needs, procurement, placement and integration of services. Moved up continuum from analog to Voice over IP phone system, PACs in every exam room to provide ready, access to reviewing MRI other studies in a private, HIPAA-protected environment. Over 100 computer stations, 10 meg. Pipelines for image data to increase speed of transmission of images.*
- *TC provided project management services for integrating NSG technology with TC technology. Total person hours 200 less than expected in roll-out, due to good planning, placement of devices, integration of efforts between Miron, T&C, QSE, TC.*
- *Groundbreaking in May, Weekly construction meetings. Craftsman quality, stellar project management, attention to detail, pride in workmanship for all contractors, single focus to make this the environment for the IPE...*

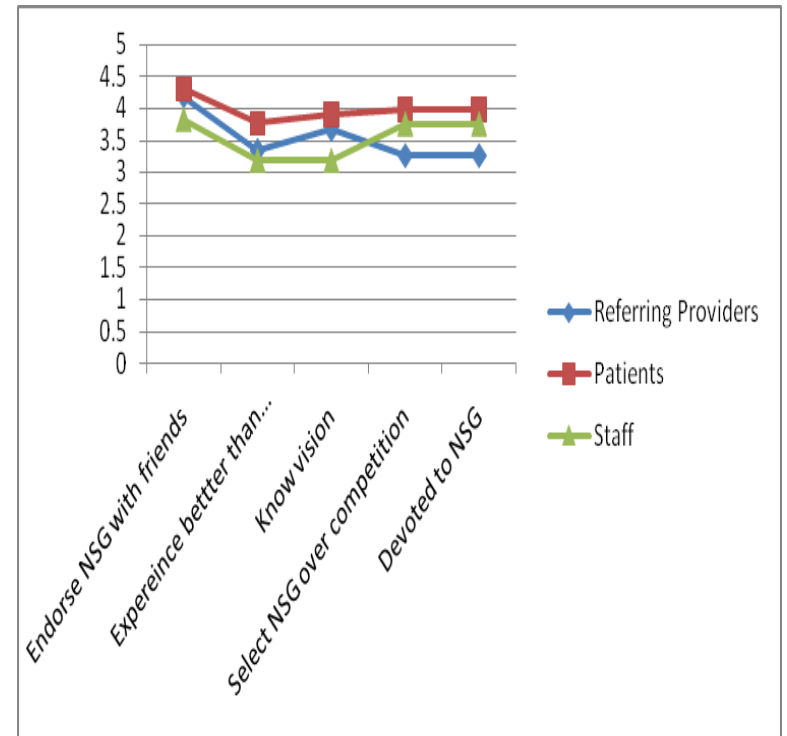


<i>Service/Product Offering</i>	<i>What is original? What is relevant? What is defensible?</i>
<i>Marketing</i>	<i>What are you First at? What are you Best at? What are you Different at?</i>
<i>Service Delivery</i>	<i>What should the patient's first experience say? What is the compelling reason to return?</i>

Patient satisfaction data from 2007 were reviewed. A review of the results (scale: 1=lowest to 5=highest) provided insight on improvement opportunities.



The Attach 21 research system assessed patient and referring physician attachment levels. Gap analysis brought the data into action and identified lots of opportunities to improve referring provider, patient and staff attachment to the organization. Manager capabilities were assessed and training was provided on the five attachment factors that affect cultural competence and service confidence. Recruiting and training managers who could sustain a culture of patient and team member attachment was key to the successful melding of facility design and behavioral change. Physician/Owner buy-in is key to successful integration of Attachment analysis also identified areas where the group did significantly exceed competitors in relation to patient expectations. The key to an enduring relationship (attachment) is meaningful, differentiated promise, a clearly communicated message and consistency in delivery of services.



The goal=fuse the design process and ideal patient expectations to strengthen the NSG brand in the marketplace.

Referring providers need a compelling reason to continue referring patients to a specialty service. They are looking for 1) immediate access, 2) high quality specialty care and 3) feedback on patient progress. Patients and providers value 1) access; 2) compassionate care and 3) communication (feedback-i.e. test results, status updates). The only option to compel returning business is to differentiate the experience-Physical, behavioral and Informational (Experience Ecology diagram).

Health care delivery is primarily a relationship-building experience.

Collaborative, interactive and supportive environments are essential elements in the care delivery process.

Successful health care organizations understand that brand differentiation requires delivering the Ideal Patient Experience at all three levels of attachment: the individual provider, the service line / delivery site and the organization.

A patient-centric philosophy must drive business decisions.

The leaders of the organization must have a passion and long term strategy for developing the Ideal Patient Experience.

Patient-centric organizations readily embrace the increased intensity of patient expectations.

Patients and referring physicians expect immediate responses to scheduling requests (getting an appointment, setting up further testing or surgery schedules) as well as timely, consistent and accurate communication (diagnostic reports, prescription refills, callbacks on information requests).

Patients and referring physicians expect access to providers via electronic formats-email, websites, downloading forms and electronic health records.



Establishing the Brand at all Levels

Brand awareness and attachment develop at multiple levels:

1) the system / organization, 2) the site / service line and 3) the provider level (individual physicians, associate practitioners, etc).

Brand awareness measurements (i.e. estimates of ad exposures for print or billboards) and satisfaction surveys only provide limited information related to traditional marketing strategies and attention to the typical details of a patient encounter.

These traditional brand measurements reinforce ineffective marketing in today's competitive healthcare marketplace.

What needs to be measured at each level? 1) brand awareness-Does the patient know we exist?

2) satisfaction-Are we providing services / products that satisfy our patients' needs / wants / desires / expectations?

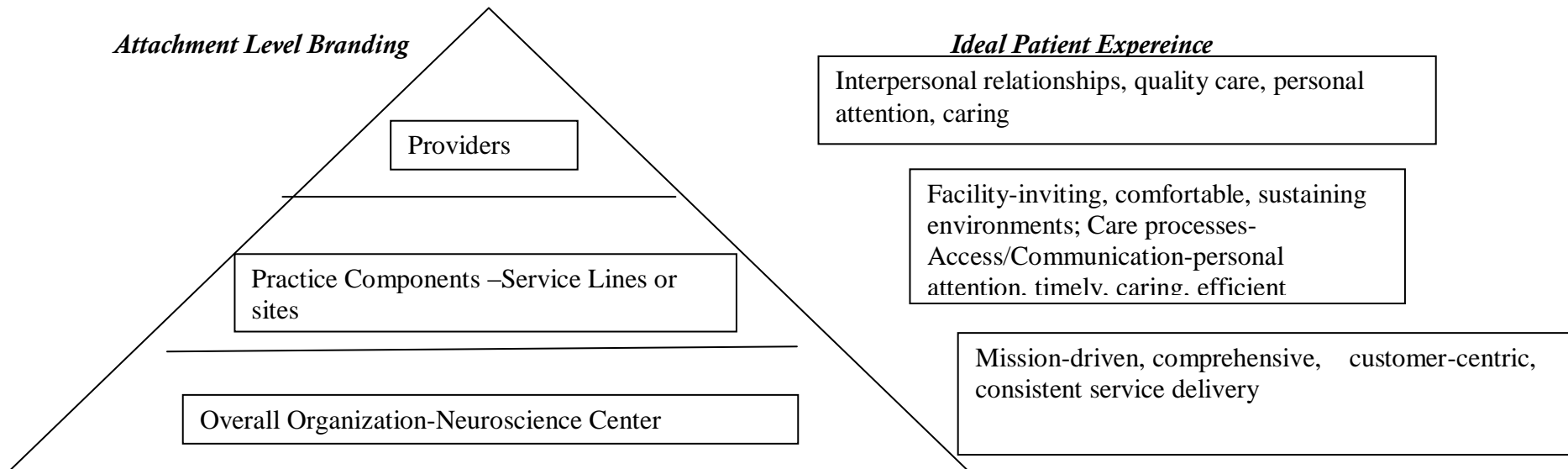
3) Attachment-How tightly is the patient tied to the organizational / service / provider / product?



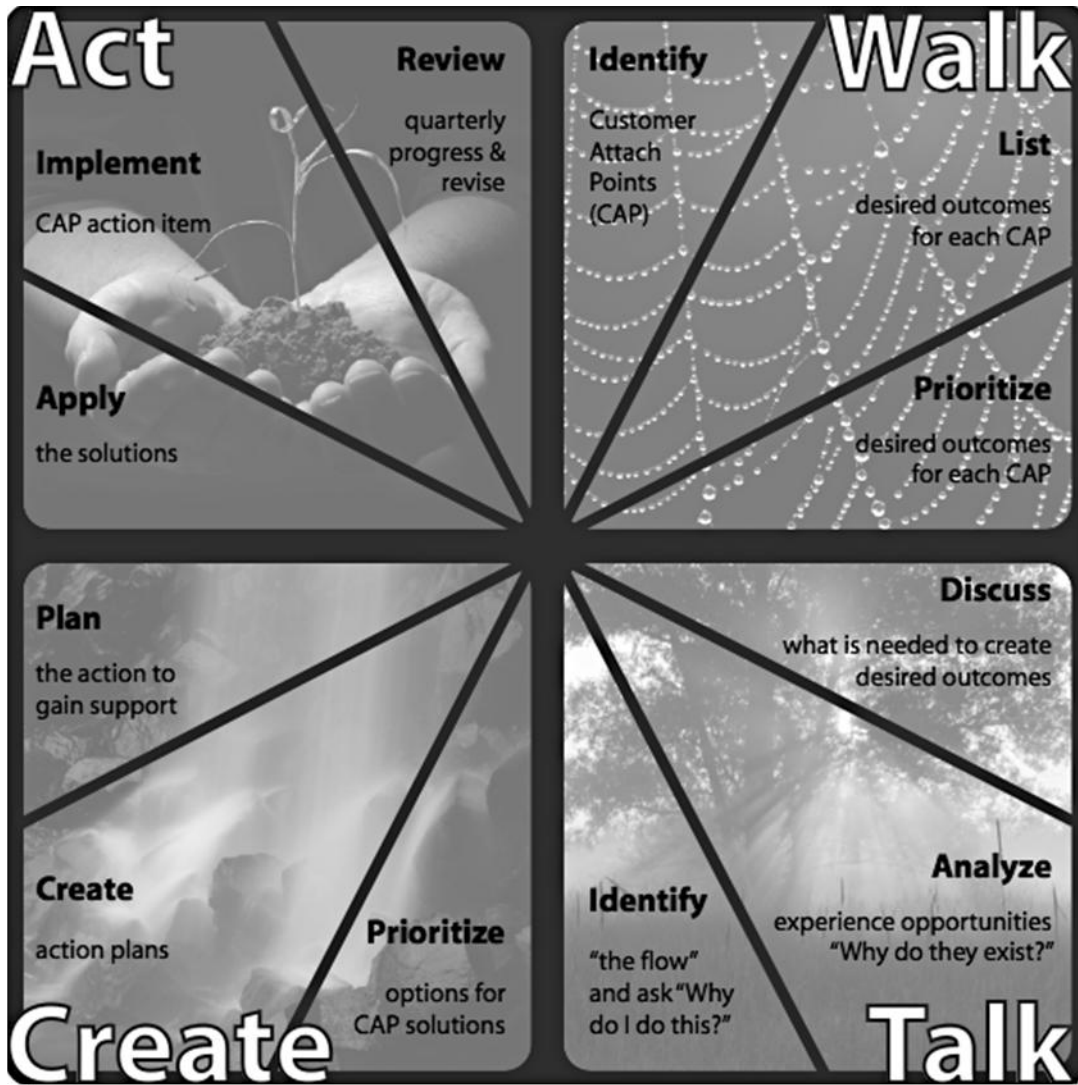
“Advertising is the tax you pay for being forgettable” Steve Tyink.

Attachment Level Branding

Ideal Patient Experience



The brand experience is driven by what happens at the point of contact between the customer and the company. If ICE is the differentiating point, then the people, place and personality of the organization must be in alignment with the brand. The most critical factor in delivering the ICE is the internalization within the organization of the brand. The whole organization must live the brand-all the time-at every attachment point. In most health care organization this requires pushing the boundaries for personal and professional growth. What is behind the brand-makes the brand in service organizations? Care must be delivered differently. Only radical change is ever visible. Innovations in care delivery must be relevant and valued by the customer.



Phase 1-Listening-WALK. A visioning session for group leaders and decision-makers to fully embrace the concept of "patient attachment" was the launching point for the year-long process.

Phase 2-Learning-TALK. The Innovation Team was developed from a cross-section of employees and physicians. All facets of the practice were represented as this group delved into modeling and understanding each PTP (patient touch point). Once outcomes for each PTP were determined than scripts, facility design and process improvement activities were addressed.

Phase 3-Leading-CREATE The group discovered the true operating standards that drive patient attachment and grow brand equity.

Phase 4-Leveraging-ACT. The group introduced the "Ideal patient experience" and the new facility to the community.

Design Strategies (RAP room, Reverse Outcome Modeling, etc)

RAP Room Rapid Access Prototyping-developing a patient exam room from Styrofoam so that the providers could reconfigure and move the elements to best meet their needs. The process shaved 6 inches off the room design, resulting in ____less square feet of construction costs.



Reverse outcome Modeling

- 1-Determine the impression areas (registration, making an appointment, calling for a test result),
- 2-Determine the outcomes that the patient /referring provider is looking for (feel respected, cared for, listened to, etc),
- 3-determine the attach points (staff behavior, environmental cues, facility),
- 4) bring it to life (staff/provider behaviors).



Successful Business=Improving the Bottom Line

Construction Savings:

\$'s saved/sq foot in exam rooms due to RAP room exercise.

Improved patient flow- “This is the way it should be: Patient is scheduled for MRI and EEG both done on same day at NSC. EEG is abnormal; in fact, he has an electrographic and clinical seizure. MRI is abnormal and directly relates to cause of seizure. He is seen by on call doctor right after EEG, started on anticonvulsant med, given info about seizures and the regulations regarding driving and scheduled for follow up. This was not possible in the old world. This would have taken days – if not weeks – to resolve and would have required multiple phone calls during which time the patient would have been driving and at risk of seizures. This is unquestionably better patient care. This is the most important reason we need to change our scheduling patterns and practice patterns.” Thank you ALL who played a role in this story.” Dr. Gizell Larson, M. D. Neurologist, Neuroscience Center

Scheduling efficiency-Improved production- “We anticipated scheduling 6 MRIs/day and due to the great facility design and process flow, we are already doing up to 12 MRIs in one day. Our proforma goal was 1500/year, but we anticipate easily surpassing that number.” Philip A. Yazbak, M.D., FACS, President, Neuroscience Group of NE Wisconsin. The facility design also accommodates, EMG/EEG/ Evoked Potential exams all onsite, plus remote support for EEGs from 2 local hospitals. Pain injections are handled well in one procedure room. The facility can expand to accommodate a second procedure room when volume dictates expansion.

Sustainability- WE Energy buy-back credits, occupancy-sensored control of light and heat.

Recruitment- Three new physicians, 3 providers leasing space, 2 new physical therapy providers, additional support staff

Technology Upgrades Over 100 simultaneous user stations, PACS –quality viewing in all exam rooms, provider offices and work rooms. Data/Phones linked in one system with Vo IP. Outlook 2007 installed. Flat screen technology installed in the community classroom.

New Program Development- Balance program. The purpose of the balance program at NSC is to provide multidisciplinary approach to balance assessment and training. Virtual reality is a tool for balance assessment and retraining.



Six Principals for a Great Experience

Transparency

Demystify the process of seeking medical assistance and focus on building trust at every point in the process. Show patients we care.

Simplicity / Convenience

Make it easy for patients to find and interact with us. Give them to the medical services they need.

Relevance

Celebrate the human side of medicine and the compassionate care that patients can expect. Demonstrate how Neuroscience Group provides the best care available based on their individual needs. Develop trust.

Emotional Experience

Encourage and enable patients throughout the experience to make decisions, gain needed information and feel different about their overall patient experience.

Simplicity / Convenience

Create tranquility, stimulate their comfort, deliver information with creativity, and build interest for the experience. Set expectations by using visual and verbal cues early on to help patients look forward to a positive experience.

Simplicity / Convenience

Commit to a work environment where trust, honesty, integrity, mutual respect and open communications is reflected in all we do. Create

Health-Promoting Environment=Healthy Staff

Co-locating the phone nurses with the physician offices and care areas was an important consideration. Decreasing the electronic ping-pong of messages and increasing human face-to-face interactions of nursing and support staff with provider's an important component of the building design and layout.

The clinical assistant space is wrapped in a circular sheet of Plexiglas to provide privacy during confidential phone conversations but allow for natural light and ease of ergonomic activity for staff. Printers were moved out of the pedestrian patient traffic areas into staff spaces to save steps and increase confidentiality. "By simply altering processes, modeling impression areas and attachpoints, understanding outcomes and shifting behaviors, the experience at the Neuroscience Center now closely reflects the organization's mission and commitment to its patients. The result? An experience that is unforgettable. The ultimate healing environment and ideal patient experience have been created and are well underway.



The soothing environment is enhanced by natural images, such as leaf motifs, a cozy fire and refreshments. The children's area is built as a cozy reading nook, with window seats, "bug lights", and a magnetic sand table and well-stocked with great children's books.

Environment- "It's so quiet and restful here". "Thanks for the coffee and hospitality." "We enjoy the warmth of the fireplace and the quiet, serene reading area." "The children's area, complete with the bug lights and reading nook, is a wonderful place to visit." "It seems as if you brought the outside inside the center with your color, fabric and design choices."

A circle of caring-Process flow is enhanced by the circular nature of the process flow: reception, clinical area, diagnostics, follow-up.





Stewardship-Sustainable Environments

As advocates for community health, NSG recognized that the neuroscience center presented both a challenge and an opportunity to integrate sustainable design, construction and operational (process improvement) strategies.

A healing environment is predicated upon the premise that the land, people and building must all work together in harmony.

By its nature the design, construction and operation of buildings have a negative impact on the natural environment.

The Neuroscience Group's goals were to use sustainable or restorative design to lessen that impact through thoughtful design and implementation of building projects.

Issues such as 24/7 operations, high energy and water consumption, extensive chemical use, infection control requirements and formidable regulatory oversight require more professional experience than can be provided by standard sustainable protocols. Proposing, evaluating, implementing and monitoring baseline performance and benchmark achievement of sustainable healthcare strategies requires knowledge of those strategies and a working knowledge of healthcare design, construction and operations.

The Neuroscience Group physicians recognized how important it was to meld their health care activities and business practices with a philosophy of stewardship that supported holistic care and a health promoting workplace for their staff.

*Neuroscience Group leaders were aware of the economic and environmental benefits of designing and building "Green". Sustainable buildings-lower operating costs, improved employee retention, enhanced occupant comfort and health, increased building valuation, decreased strain on community infrastructure systems and the creation of **patient centered, high performance healing environments***

An outdoor patio area, bike racks and parking for hybrid cars were part of the exteriors design for the Neuroscience Center.



This “green” building has:

- *Lighting designed to shut off when building not in use*
- *Fabrics, paints, sealants, carpets all with attention to VOC's and harmful materials*
- *Natural lighting, zone controlled heating*
- *Increased ventilation with outside air*
- *Showers, bike racks for non-motorized travel to work*
- *Gym area-employee exercising*



- *.5 mile walking trail on the property*
- *Led lighting outside-parking lot/driveway lighting*



- *Heat island roofing to decrease cooling costs in summer*
- *2-stage flushing toilets to save on water us*
- *Solar panels on roof will produce 11,000 KW of energy each year with 70 of the Solar World 165Wdc solar*

Electric/photovoltaic modules.

The modules are connected in 7 groups of 10 modules in 9 rows. The system has a total DC system rated capacity of 11.55kW. The DC output from the modules is converted to AC through 2 SMA SB6000US 6000Wac inverters, which are mounted in a cabinet on the roof. The output of the inverters goes to a separate meter that measures the output of the system which all goes to the utility grid as part of We Energies Solar Buy-Back Program (at \$0.225/kWh). This energy is in turn sold as "Green" energy to We Energies' Energy for Tomorrow customers, including the Neuroscience Group.

Restoring the Environment

Miron Construction and STS provided the initial plan for remediation and restoration of the wetlands surrounding the Neuroscience Center. This plan was approved by the DNR. An approved herbicide was used to clear the area adjacent of Reed Canary Grass adjacent to the navigable stream, which runs through the property periodically with heavy rains. Willow stands, healthy tress and other shrubbery within the stream corridor were identified and left untouched. Then a mix of wetlands seeds was sown. The seed mix included native wetland grass, sedge and forb species.



A half-mile walking trail was integrated in the design to encourage employee and visitor exploration of the restored wetlands and adjacent storm water detention pond. Wetlands visitors, such as ducks and geese have been seen visiting the pond. Hawthorne trees with berries, birch, Dogwood, Crab apple trees, along with spruce were planted to encourage bird visitors.

Epilogue

Patient-centric organizations build brand affinity

By implementing strategies focused on captivating the visceral response to product/service relevancy accompanied by value-added service. Leaders must look beyond the traditional facility design, patient care processes and marketing methods to successfully attract and retain patients.

The competitive advantage goes to the organization or individual who understands that differentiation is the direct result of superior patient interactions.

Improving profitability rests on becoming a patient-centric organization.

What drives patient attachment in today's marketplace?

A passion for the Ideal Patient Experience

