

Children's Hospital of Michigan A New Way of Doing Business: Combining Empathy with Integrated Facility Design

Luanne Thomas Ewald, FACHE
CEO, Children's Hospital of Michigan



One focus. One purpose. **Your child.**



Objectives

- Understand the role of empathy in the business setting
- Understand the role of the community in development
- Understand need for cultural transformation in healthcare
- Share learning from Integrated facility Design (IFD) and lean processes
- Understand need for operational efficiencies in healthcare settings



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Children's Hospital of Michigan



- Established 133 years ago
- Michigan's first and oldest hospital entirely for kids
- Opened Troy: Feb. 1, 2016
- Opened Tower: June 8, 2017
- Completion of new hospital: October 31, 2018

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Children's Hospital of Michigan Main Campus



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Locations



1 Children's Hospital of Michigan
3901 Beaubien Blvd.
Detroit, MI 48201

2 Children's Hospital of Michigan – Troy
350 W. Big Beaver Road
Troy, MI 48084

**3 Children's Hospital of Michigan
Specialty Center – Canton**
45250 Cherry Hill Road
Canton, MI 48187

**4 Children's Hospital of Michigan
Stilson Specialty Center –
Clinton Township**
42700 Garfield Road
Clinton Township, MI 48038

**5 Children's Hospital of Michigan
Specialty Center – Dearborn**
25325 Ford Road
Dearborn, MI 48127

**6 Children's Hospital of Michigan
Specialty Center – Detroit**
3950 Beaubien
Detroit, MI 48201

7 Novi Rehabilitation Center
42005 W. 12 Mile Road
Novi, MI 48377

**8 Children's Hospital of Michigan
Alex J. Etkin Specialty Center –
Southfield**
29120 Franklin Road
Southfield, MI 48034

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Serving Children from Near and Far



- Destination for Pediatric Specialty Care
- More than 250 International Patient Encounters Annually from 22 Countries
- More than 500 Encounters Annually from 39 States Outside of Michigan
- See Children from 73/83 Michigan Counties



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Children's Hospital of Michigan

- **Most Advanced Care**

- PANDA One
- Level IV NICU
- Level 1 Pediatric Trauma Center
- Pediatric Burn Center
- Heart, Kidney, Liver & Bone Marrow Transplants
- Michigan's Poison Control Center



- **Nationally Recognized**

- U.S. News & World Report Best Children's Hospital Rankings
- Parent Magazine: Best Emergency & Premie Care
- Top 25 NIH Pediatric Research Funding

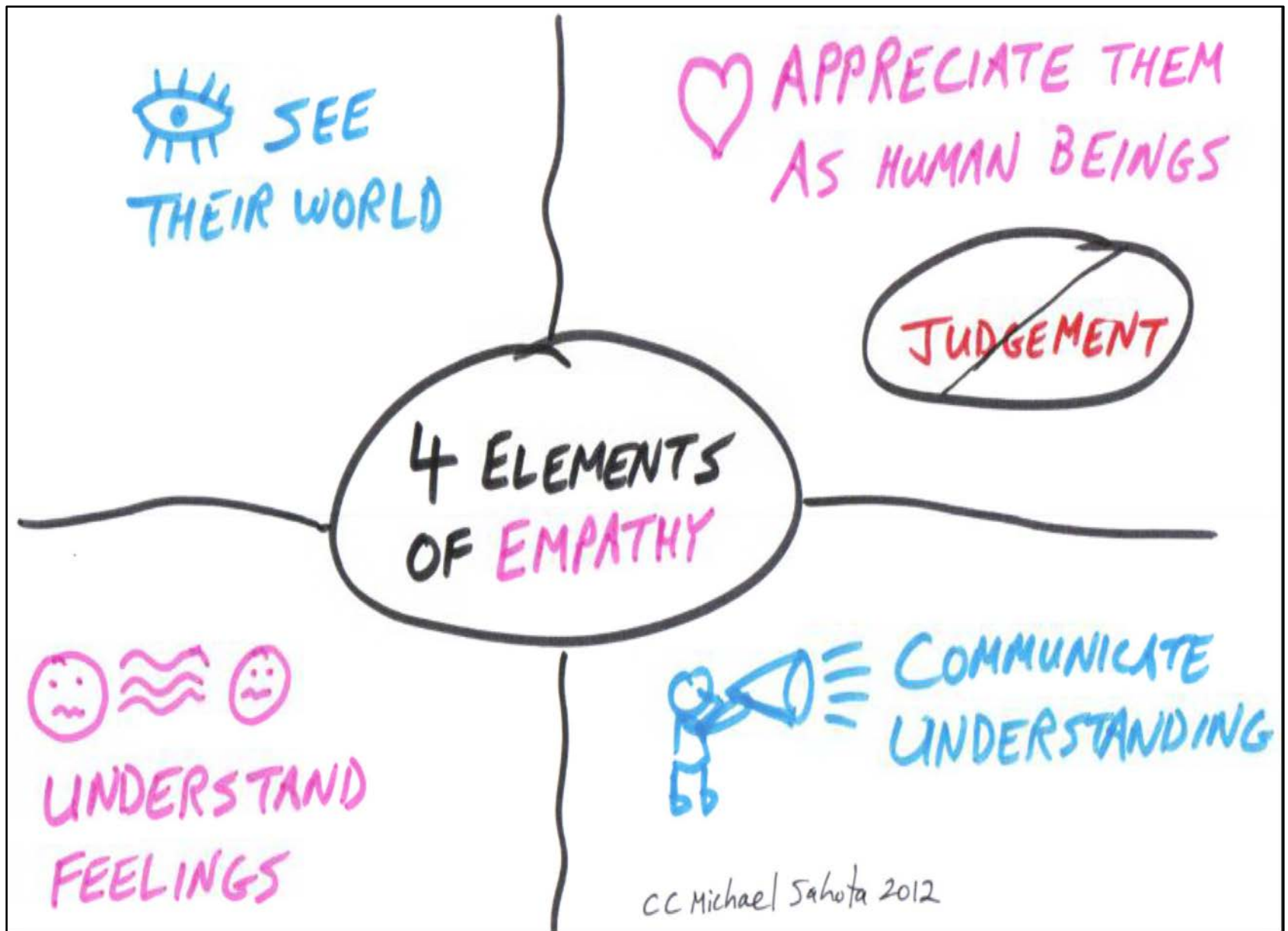


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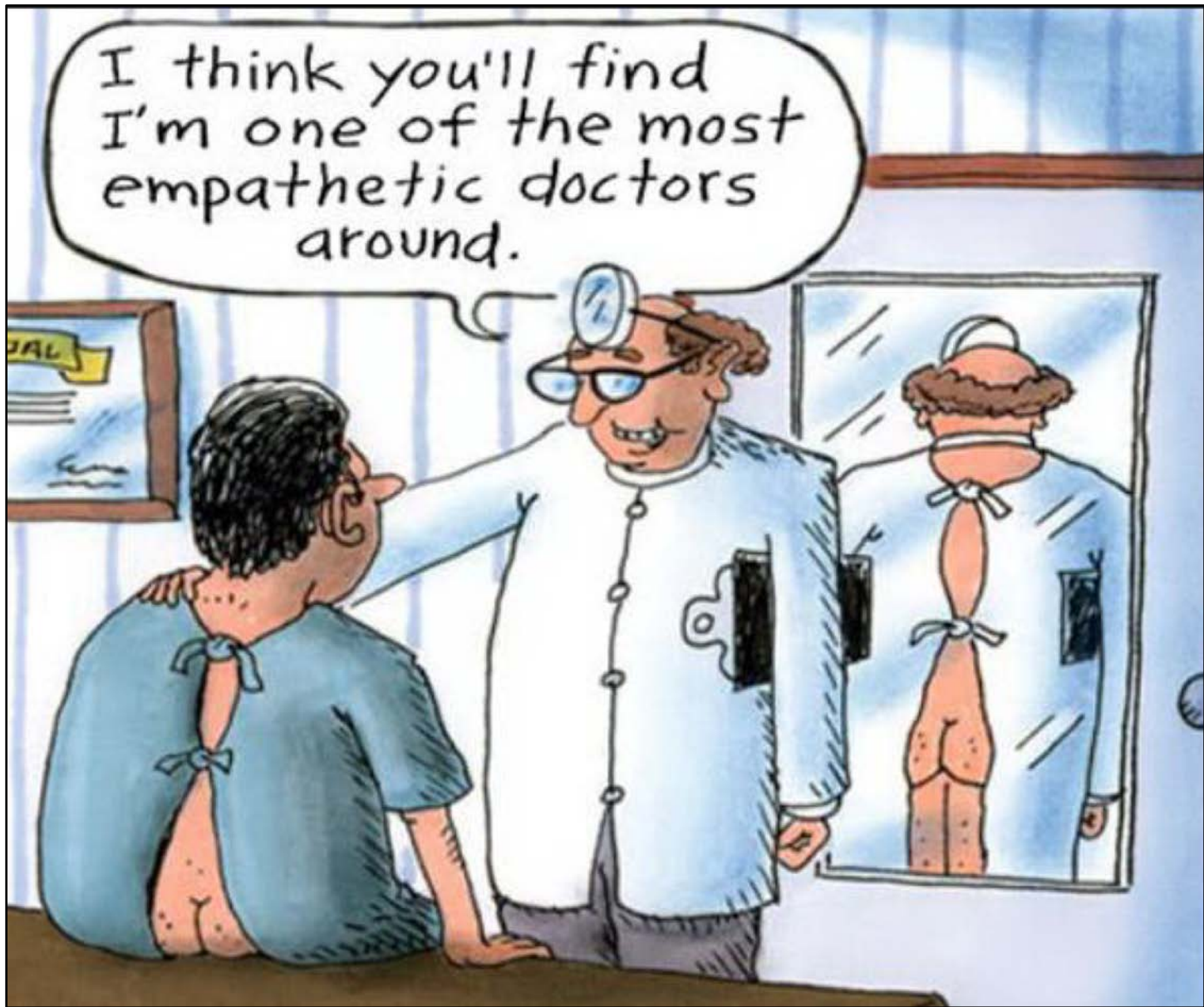
Leading with Empathy



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Oxford Economics is the world leader in global forecasting and quantitative analysis for business and government, and the most trusted resource for decision-makers seeking independent thinking and evidence-based research.

“What critical workplace skills will be needed in the next five to ten years?”



Answers Did NOT Include

- Business Acumen
- Business Analysis
- P & L Management

Answers DID include

- Relationship building & empathy
- Ability to work well on a team
- Creativity
- Brainstorming



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Has been dreading this appointment.

https://youtu.be/cDDWvj_q-o8

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<https://www.youtube.com/watch?v=1Ewgu369Jw&app=desktop#>



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Design Thinking

Children's Hospital of Michigan Troy - **before**



“don’t embrace the status quo”



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Design Thinking

I met:

Peter, age 12, who has had over 100 surgeries at Children's Hospital

Surprisingly I learned:

that the lack of color within a facility caused anxiety for him

It would be a game changer:

to create a hospital that was welcoming to children and minimized their anxiety



“find new ways to see”



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Design Thinking

Children's Hospital of Michigan Troy - **after**



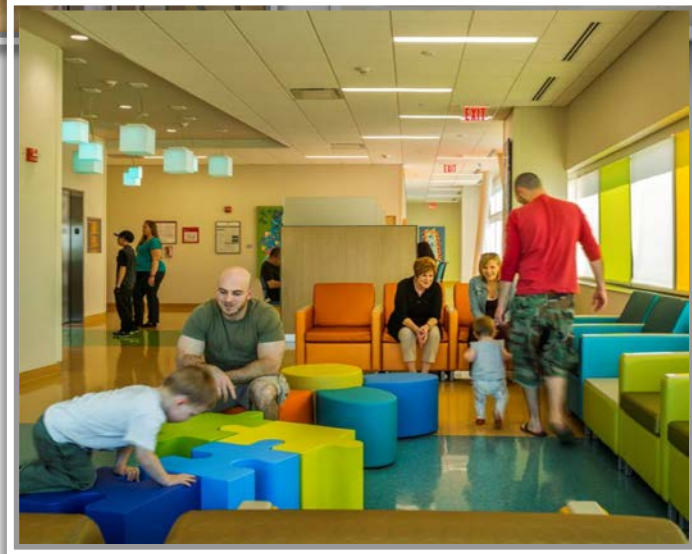
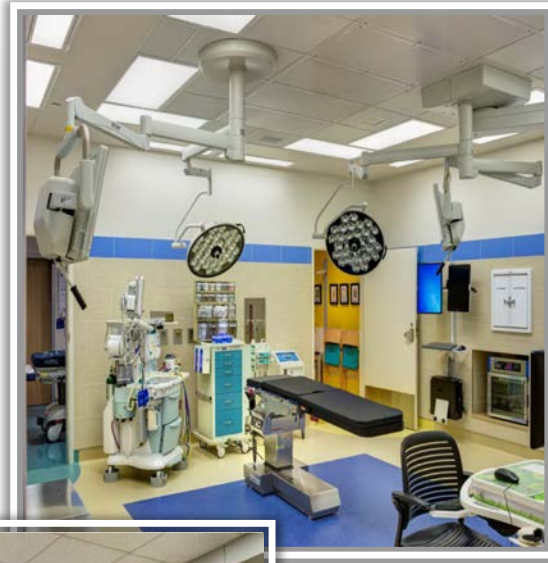
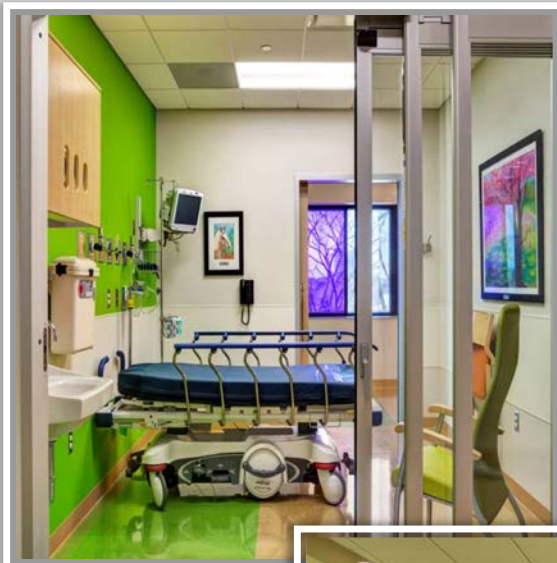
"Innovate around the core"



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Children's Hospital Of Michigan Troy



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"Innovate around the core"

How It Began



Video: <https://vimeo.com/179448124>

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Ground Breaking – 9.18.14



WE'RE BREAKING NEW GROUND

Children's Hospital of Michigan - Troy

Groundbreaking Ceremony

Thursday, September 18, 2014
11 a.m. - Noon
350 W. Big Beaver Road, Troy, MI

CITY OF TROY WELCOME
Ara Topouzian, CEO, Troy Chamber of Commerce

DMC WELCOME
Joe Mulany, CEO, Dutton Medical Center (DMC)

OPENING REMARKS
Larry Gold, CEO, Children's Hospital of Michigan

FAMILY REMARKS
The Winters Family

SPECIAL ANNOUNCEMENT
Erica Garson, Children's Hospital of Michigan Board Chair

OAKLAND COUNTY WELCOME
L. Brooks Patterson, Oakland County Executive

GROUND BREAKING CEREMONY

CLOSE
Larry Gold, CEO, Children's Hospital of Michigan

Children's Hospital of Michigan
DMC 350 W. BIG BEAVER ROAD
always there just for them.

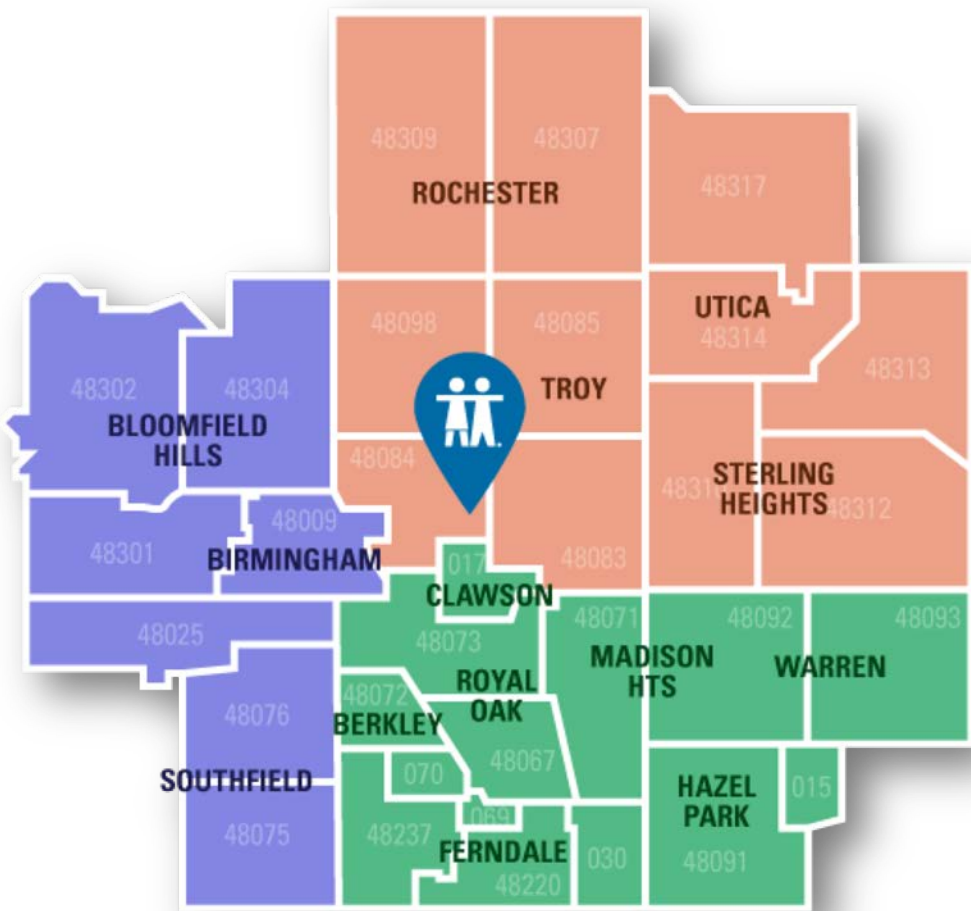


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**Children's
Hospital
of Michigan**

10-Mile Radius Surrounding Children's Hospital of Michigan - Troy



| Region # | Region # | Number of Physicians | |
|----------|----------|----------------------|---------------|
| | | Family Practice | Pediatricians |
| 1 | Region 1 | 170 | 93 |
| 2 | Region 2 | 7 | 49 |
| 3 | Region 3 | 105 | 41 |

| | |
|----------|--------------------------------|
| 18 | School Districts |
| 87,000 | Households with Kids |
| 150,693 | Kids Under 17 |
| \$78,000 | Median household income |
| 67% | Some College Education or More |

| | |
|---------------------------------------|--------------------------|
| Communities with the Most Kids | - Sterling Heights/Utica |
| | - Rochester/Troy |
| | - Royal Oak |
| | - Hazel Park |
| | - Warren |



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Troy Creative

Children's Hospital of Michigan
FREE EMS Pediatric CEU Day
 Trauma & Burn Focus

Save the Date



Friday, January 29, 2016
 Troy Marriott
 200 W. Big Beaver Rd.

Complimentary breakfast, lunch, door prizes and more!

Children's Hospital of Michigan - Troy
 DMC DETROIT MEDICAL CENTER

The Experts are Coming to Troy.

The Children's Hospital of Michigan is bringing its nationally ranked pediatric expertise to Oakland County when we open our new outpatient hospital in Troy on February 1, 2016.

Before we officially begin to see patients in our new facility, please join us for a special community open house and tour anytime from 11 a.m. to 2 p.m. on Saturday, January 23, 2016.

Children's Hospital of Michigan - Troy
 380 W. Big Beaver Road, Troy, Michigan 48064

We look forward to seeing you!



Children's Hospital of Michigan - Troy

The Experts are Here.



| | |
|--|---|
| <p>Hematology/Oncology Roland Cho, MD Alicia Martin, MD (313) 966-0660 appointments (313) 745-5428 fax Hours: Tuesday & Fridays</p> <p>Lab (draw station) Walk-in hours - no appointment needed Hours: 7am - 5pm</p> <p>MRI (313) 745-7383 appointments (313) 745-3600 fax Hours: Thursdays</p> <p>Neurology Romana Baronec, MD Amrith Jain, MD Gaurav Kapoor, MD Tri Manoo, MD (313) 745-5844 appointments (313) 966-0039 fax Hours: 1st, 2nd, & 4th Mondays, 3rd Tuesday of each month</p> <p>Neurology Rajiv Agarwal, MD AHM Mahbubul Haq, MD, PhD Akinori East, MD Fatema Sorogor, MD Lalitha Srinivasan, MD Danica Tapscott, MD (313) 833-9620 appointments (313) 745-3066 fax Hours: Mondays, Tuesdays, Wednesdays, & Fridays</p> <p>Orthopedic Surgery Kunal Kalia, MD Heather Lochner, MD - Hand Surgery Karim Nussbah, NP (313) 745-5277 appointments (313) 745-5596 fax Hours: Monday, Tuesday and Wednesday afternoons; Thursdays & Fridays</p> | <p>Pediatric Surgery Raquel Gonzalez, MD Justin Kline, MD Scott Langraburg, MD Christina Skiano, MD (313) 833-3220 appointments (313) 745-4747 fax Hours: Monday am, Tuesday & Wednesday afternoons</p> <p>Rehabilitation Services (PT, OT and Speech Therapy) (248) 305-7578 appointments (248) 305-7555 fax Hours: Monday - Thursday 9am - 6pm</p> <p>Sleep Center 1488-611-3337 appointments (313) 745-3337 fax Hours: Friday evening - Monday morning</p> <p>Ultrasound (313) 745-7385 appointments (313) 745-3600 fax Hours: Monday - Friday</p> <p>Urology Yezgeen Lakhmanan, MD Kerrie Lucas, NP (313) 745-5480 appointments (313) 995-8738 fax Hours: Fridays</p> <p>X-ray (248) 324-7340 general questions (248) 457-3382 fax Hours: 7am to 6pm Monday - Friday 11am to 7pm Saturday and Sunday Walk-in Hour: No appointment necessary</p> |
|--|---|



Coming Soon 2015

Children's Hospital of Michigan - Troy
 David K. Page Building



[Click Here](#)

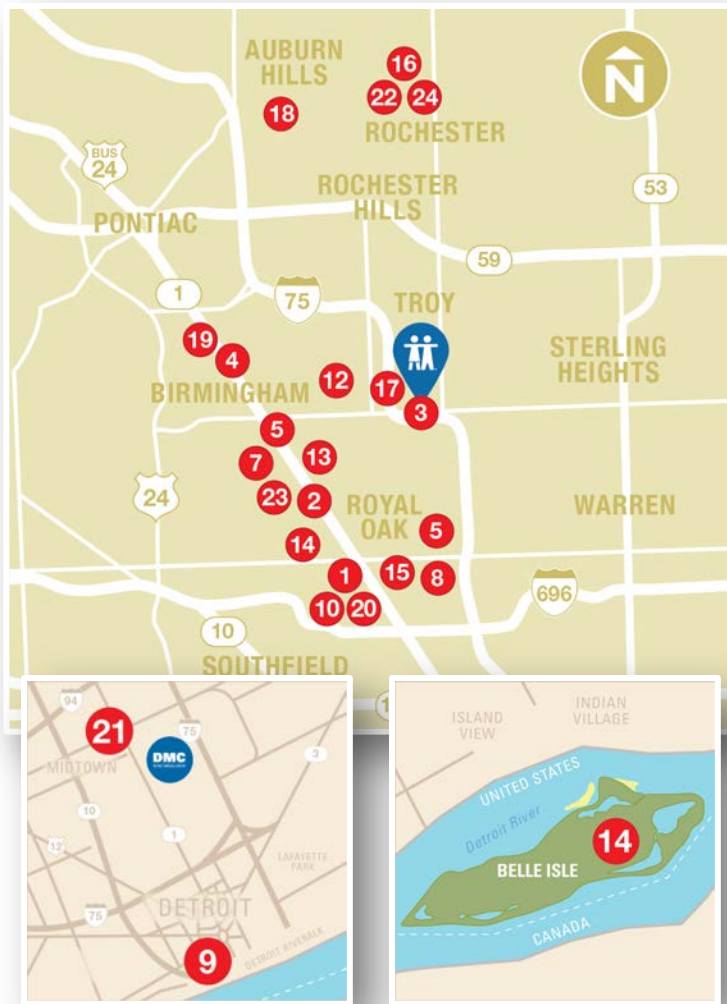
Children's Hospital of Michigan DMC



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Consumer Targeted Activities & Community Outreach



| | Date | Event | Area |
|----|---------------------|---|----------------------|
| 1 | 5/3/2015 | Williams Syndrome Walk | Royal Oak |
| 2 | 5/17/2015 | Birmingham Hometown Parade | Birmingham |
| 3 | 5/29-5/31 | Detroit Belle Isle Grand Prix | Detroit |
| 4 | 5/31-10/18 | Birmingham Farmer's Market | Birmingham |
| 5 | 6/8/2015 | Boys & Girls Club Troy Womens Golf Classic | Troy |
| 6 | 6/17/2015-6/20/2016 | Troy Soccer Club Partnership Begins | Troy |
| 7 | 6/19, 7/17, 8/7 | Birmingham Summer Movie Nights Booth Park | Birmingham |
| 8 | 6/20/2015 ongoing | Royal Oak Farmer's Market | Royal Oak |
| 9 | 6/22/2015 | Detroit Fireworks | Detroit |
| 10 | 7/11/2015 | Yoga at the Zoo | Royal Oak |
| 11 | 7/14 - 7/15 | Troy Superintendent/ Troy Administration Meeting at CHM | CHM |
| 12 | 7/18-7/24 | Somerset Back to School Celebration | Troy |
| 13 | 7/25/15 | Birmingham Day on the Town | Birmingham |
| 14 | 8/10-8/15 | Woodward Dream Cruise | Birmingham/Royal Oak |
| 15 | 9/4-9/7 | Arts, Beats and Eats | Royal Oak |
| 16 | 9/11-9/13 | Rochester Arts and Apples | Rochester |
| 17 | 9/17-9/20 | Troy Family Daze | Troy |
| 18 | 9/27/15 | Brooksie Way Kids Race | Rochester |
| 19 | 10/4/15 | MetroParent Education Expo, Cranbrook | Bloomfield Hills |
| 20 | 10/17-10/31 | Zoo Boo | Royal Oak |
| 21 | 11/26/15 | America's Thanksgiving Day Parade | Detroit |
| 22 | 12/6/2015 | Rochester Christmas Parade | Rochester |
| 23 | 12/15 | Birmingham Winter Market | Birmingham |
| 24 | 12/15 | Rochester Lights Fest | Rochester |

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Birmingham Movie Nights



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Community Support

The Somerset Collection's North Grand Court was transformed into a life-size “Candy Collection” game offering guests a sweet adventure to welcome and support the opening of the new Children’s Hospital of Michigan - Troy. Guests were given a preview of the new hospital with a replica of the Children’s Hospital of Michigan – Troy built with over 7,000 Legos.



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Street Team

The Children's Rock Out Street Team entertained kids/families during Birmingham's *Day on the Town*. Thousands of people were in attendance and many commented on the building's bright colors and shared their excitement on the fast approaching grand opening.



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Troy Soccer Club

Exclusive Health Care Sponsor – 600 Kids



Children's Hospital of Michigan added 12 new photos.

August 6 at 2:57pm · 🌐

We had a blast designing artwork with our friends from the Troy Soccer Club this week! Great work everyone - the patients in Troy are going to LOVE seeing your creativity!



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Creating Buzz

MACOMB DAILY NEWS

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Home News

UCS students' art to Children's Hospital




Shelby-Utica Patch | Find Your Patch

Home All Topics Bulletin Board

The healing power of art

Students bring art to Children's Hospital of Michigan

By ZOLA BROWN (Open Press)
February 6, 2015



At the Children's Hospital of Michigan, art is an important tool to engage and distract patients with the stress and anxiety related to hospitalization.

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Warren, MI 39° F


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myDAILY NEWSPAPER | Trending | The Friday - Feb. 6 - 10:40 AM - Metro Detroit

DMC Children's Hospital of Michigan - Troy set to open

By Terry Opatka



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'THE BUILDING TRADESMAN'

Official Publication of the Michigan Building and Construction Trades Council

65 Cents February 20, 2015

Trades building colorful.




Daily Tribune NEWS

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Home News

Lego-style Children's Hospital of Michigan set to open in Troy on Feb. 1



The hospital will open on Feb. 1. Photo by Ed Bottomley, DMC


By Aftab Borka, aftab.borka@oakpress.com, @aftabborka on Twitter

POSTED: 01/13/16, 5:27 PM EST | UPDATED: 01/13/16

0 COMMENTS

With no waiting rooms and a building designed completely on doctors' and patients' feedback, the new Children's Hospital of Michigan in Troy is set to

Community open house at new Children's Hospital in Troy Saturday



The hospital will open on Feb. 1. Photo by Ed Bottomley, DMC


By Aftab Borka, aftab.borka@oakpress.com, @aftabborka on Twitter

OAKLAND PRESS NEWS

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Home News

Artwork, created by Troy students, to welcome visitors at new Children's Hospital



Broun Park Middle School students standing next to the mosaic they created for Children's Hospital. Photo by Ed Morykwas, School Life Troy

By Aftab Borka, the Oakland Press

POSTED: 01/05/16, 2:28 PM EST | UPDATED: 01/10/2016

0 COMMENTS

For months, students in the Troy School District have worked to produce several pieces of artwork that will later be displayed at the new Children's Hospital on



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FOX 2 Detroit



- Feature Story Aired at 6pm on FOX 2 Detroit - January 23, 2016
- Reporter Jay Towers covered one of many Community Open Houses that showcased the interior of the building along with student art pieces.



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Social Media Reach: Posted 25 CHM Troy-messages across five social media platforms: Facebook, Twitter, Instagram, Vimeo and Linked-In which engaged 70,000 people who viewed, downloaded, commented and/or shared these messages with others.

First Quarter Social Media Post Activity on Facebook, Vimeo, Instagram and Twitter

| Social Account | Reach | Message | Posts |
|------------------------|---------------|--|-----------|
| Vimeo | 4,557 | VIDEO: Coming Soon, Children's Hospital of Michigan - Troy, David K. Page Building https://vimeo.com/106000857?ref=tw-share ... | Jan-April |
| Instagram | 1,928 | The DMC Children's Hospital of Michigan - Troy, David K. Page Coming 2015... #ChildrensDMC #LEGO #Troy #OaklandCounty#Hospital | Jan |
| Twitter - childrensdmc | 8,221 | VIDEO: Coming Soon, Children's Hospital of Michigan - Troy, David K. Page Building https://vimeo.com/106000857?ref=tw-share ... | April |
| Twitter - dmc_heals | 10,550 | VIDEO: Coming Soon, Children's Hospital of Michigan - Troy, David K. Page Building https://vimeo.com/106000857?ref=tw-share ... | April |
| Twitter - dmc_heals | 10,550 | VIDEO: Coming Soon, Children's Hospital of Michigan - Troy, David K. Page Building https://vimeo.com/106000857?ref=tw-share ... | Jan-March |
| Twitter - childrensdmc | 8,221 | VIDEO: Coming Soon, Children's Hospital of Michigan - Troy, David K. Page Building https://vimeo.com/106000857?ref=tw-share ... | Jan-March |
| Facebook ChildrensDMC | 3,210 | Spring has sprung in Troy! The bright colored bricks can now be seen on the Children's Hospital of Michigan - Troy, David K. Page Building, slated to open later this year. | April |
| Facebook ChildrensDMC | 3,626 | Even on the coldest day of the year the work still continues at the future site of the Children's Hospital of Michigan - Troy, David K. Page Building, slated to open late 2015. | February |
| Facebook ChildrensDMC | 1,320 | Students bring the healing power of art to the new Children's Hospital of Michigan - Troy, David K. Page Building... | February |
| Facebook ChildrensDMC | 4,270 | Students at Oakview Middle School in Lake Orion kicked-off a very special art project that will be showcased inside the Children's Hospital of Michigan - Troy, David K. Page Building, slated to open by late 2015. | January |
| Facebook DMCHeals | 3,754 | Children's Hospital of Michigan's Art Advisor Grace Serra talks to WDIV Local 4 / ClickOnDetroit about mosaic art students at Shelby Junior High School are doing for the new Troy facility, opening at the end of the year! | February |
| Twitter - childrensdmc | 8,221 | Spring has sprung in Troy! The bright colored bricks can now be seen on the Children's Hospital of Michigan - Troy, David K. Page Building, slated to open later this year. | Jan-March |
| LinkedIn | 1,654 | We will be building a new, state-of-the-art, Specialty Center in Troy! Check it out! | Jan-April |
| TOTAL | 70,082 | | |



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Troy Outcomes



| Children's Hospital of Michigan – Troy's Performance | Year 1: Feb 16-Jan 17 | Year 2: Feb 17-Jan 18 | Year 3: Feb 18-Jan 19 |
|--|--------------------------|--------------------------|--------------------------|
| Emergency Department Visits | 11,721 | 13,985 | 14,317 |
| Surgery Cases | 905 | 1,199 | 1,466 |
| Outpatient Clinic Visits | 4,284 | 12,522 | 13,565 |



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Update from Charles

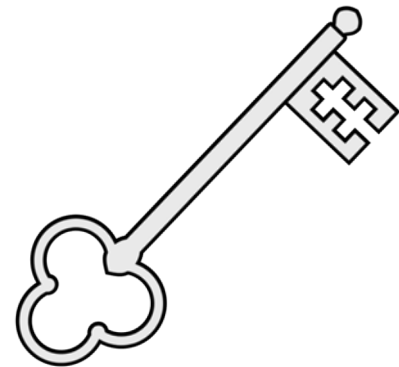


<https://vimeo.com/159058332>

Key Elements for Successful Healthcare

- Provide patients and families with best known options to improve health
- Delivery clinical quality
- Provide patients and families an exceptional service experience

Advanced lean in Healthcare: Albanese, Aarby & Platchek 2014



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Children's Hospital of Michigan Responded

- Challenges viewed as opportunities
- “Go see what good looks like”
 - Study trips



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Why a Lean Operating System?

- Day to day issues take up time and resources- fire fighting
- Inability to focus on growth, engagement, research, joint ventures, education etc.
- Stable operating system needs to support managements long term and short term goals
- Need to support patient needs and improve their experience
- Need to support and improve the workplace experience

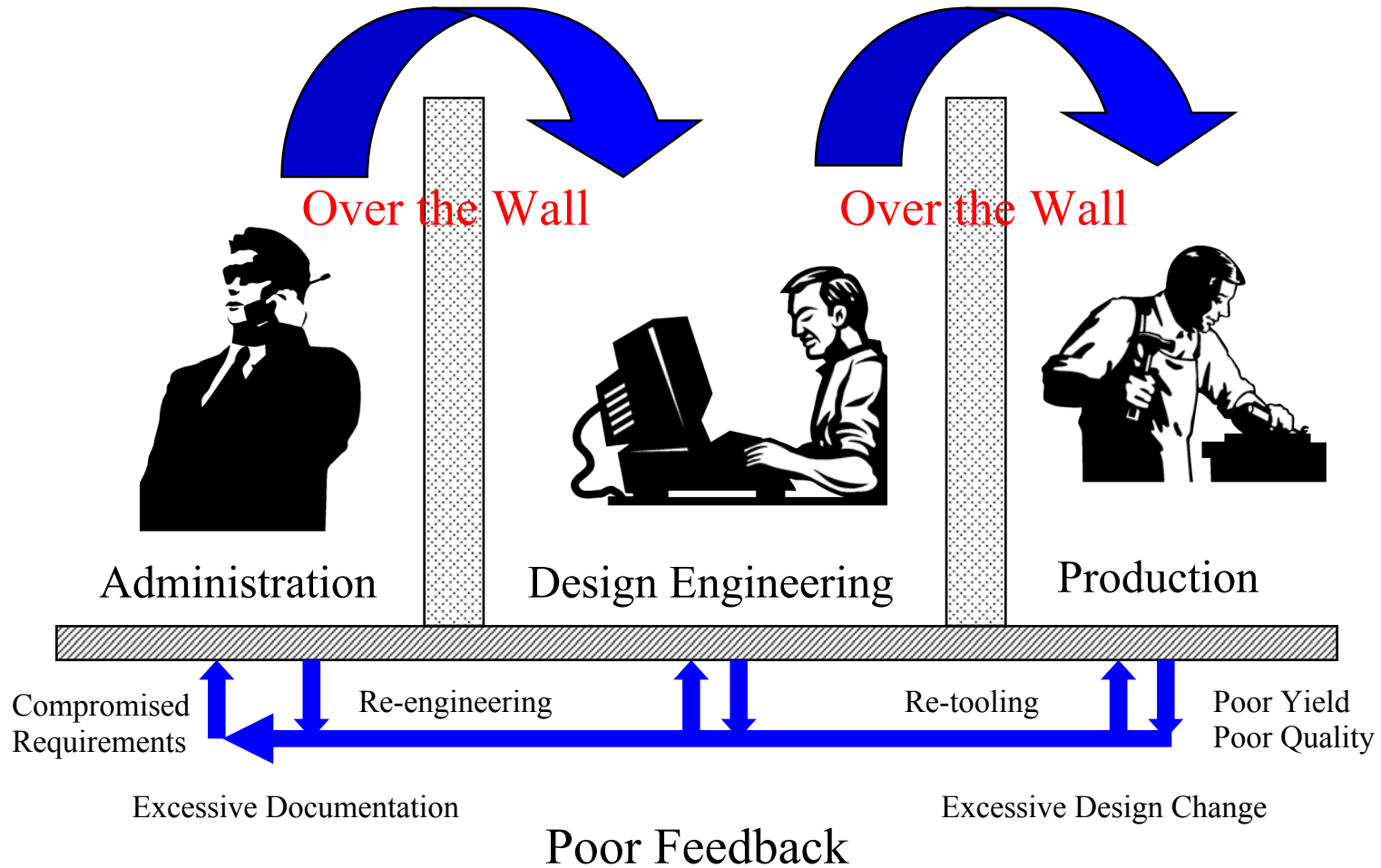
Advanced lean in Healthcare: Albanese, Aarby & Platchek 2014



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Traditional Build Process- Division of Specialists



Case for IFD

- For 100 years we have built buildings the same way
 - Silos: Architect, Engineers
 - Finger pointing when things went wrong
- New Way
 - Collaboration: Various groups of people designing the building; Front line staff - Nurses, Clerks, Patient Care Associates, and Doctors
 - Architects and general contractors in background assisting as needed
 - Patients and families are also part of the design process
- All based on “The Patient” and how they move through and experience a “no wait” environment.



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Case for IFD

- Build a facility that meets customer demand
- Occupies a smaller footprint
- Uses fewer RFI's post construction
- Reduce cost
- Long term plans need to address 3 key factors:
 - Methods: LDM, Standard work, Level loading
 - Mindset: Continuous improvement
 - Management System: Strategy Deployment, Visual controls operational stability

Advanced lean in Healthcare: Albanese, Aarby & Platchek 2014



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Signs of IFD

Governance

- Charter/resource allocation/commitment

Conceptual

- Education/paper dolls/flows of healthcare
- Building conceptually designed

Schematic

- Life size mock up/flow
- Troy: 3 week long events/Tower: 5 week long events

Detail

- Life size mock up/room specifics
- Troy: 3 week long events/Tower: 5 week long events

Matching Capacity to Demand

- Level loading schedules: week long event

Daily Management System

- Standard work/leader standard work
- Confirmation of standard work
- Hourly rounding



Involvement and Commitment

Medical

- Allergy
- Cardiology
- Diabetes
- Emergency Services
- Endocrine
- Genetics/Metabolics
- Hematology/Oncology-
including infusions
- Neonatal Intensive care-
Includes PANDA
- Nephrology
- Neurology
- Radiology
- RIM- PT/OT/Speech
- Pediatric Intensive care
- Pediatrics overall
- PM&R
- Pulmonary
- Rheumatology

Surgical

- Anesthesia
- Cardiovascular
- General
Surgery
- GI
- Neurosurgery
- Ophthalmology
- Orthopedics
- Otolaryngology
- Urology



Guiding Principals

- Start with the customer
- Too much space is an enemy
- Design based on flow optimization, not department optimization
- Use load leveling to reduce space requirements
- Reduce lead times to decrease space requirements
- Build tents, not castles - avoid monuments
- Create line of sight
- The source of teamwork is a common future: Engage everyone in Integrated Design Events
- Add natural light
- Design for acoustical environment
- Flexible and Shared use of Space
- Perception & Reality of a “Safe Environment”
- Create on staging and off staging flows
- Bring resources to the patient



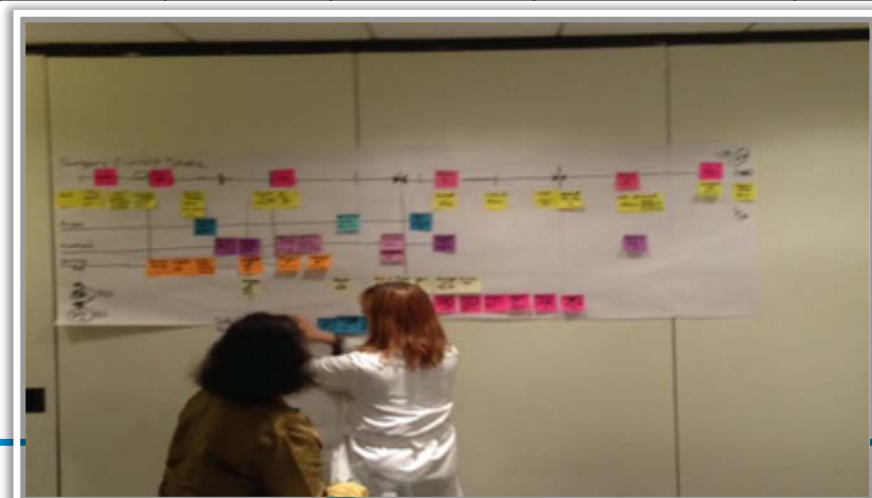
Patient/Family is Our Customer

SURGERY DEPARTMENT CURRENT STATE

| Patient | Intake | Wait | Pre-Op | Transfer to OR | OR | Transfer to PACU I | PACU I | Transfer to PACU II | PACU II | Discharge | Lead time |
|---------|----------------|---------------|----------------|----------------|----------------|--------------------|----------------|---------------------|------------|-------------|-------------|
| | CT: 20 minutes | CT:30 minutes | CT: 40 minutes | CT: 5 min | CT: 80 minutes | CT: 10 minutes | CT: 64 minutes | CT: 10 minutes | CT: 60 min | CT: 10 min. | 324 minutes |

SURGERY DEPARTMENT FUTURE STATE

| Patient | Intake | Pause | Pre-Op & Induction | OR | Transfer to PACU I | PACU I | Discharge | Lead time |
|---------|---------------|---------------|--------------------|----------------|--------------------|---------------------|---------------|-------------|
| | CT: 5 minutes | CT:30 minutes | CT: 25minutes | CT: 50 minutes | CT: 5 minutes | CT: 25 - 90 minutes | CT: 5 minutes | 165 minutes |



Lead Time: 324 min. to 165 min.
Steps in process: 10 to 7

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8 Flows of Healthcare Design Test

- Patient
- Family
- Staff
- Medication
- Equipment
- Supplies
- Communication
- Continuous improvement



Mapping and Flows

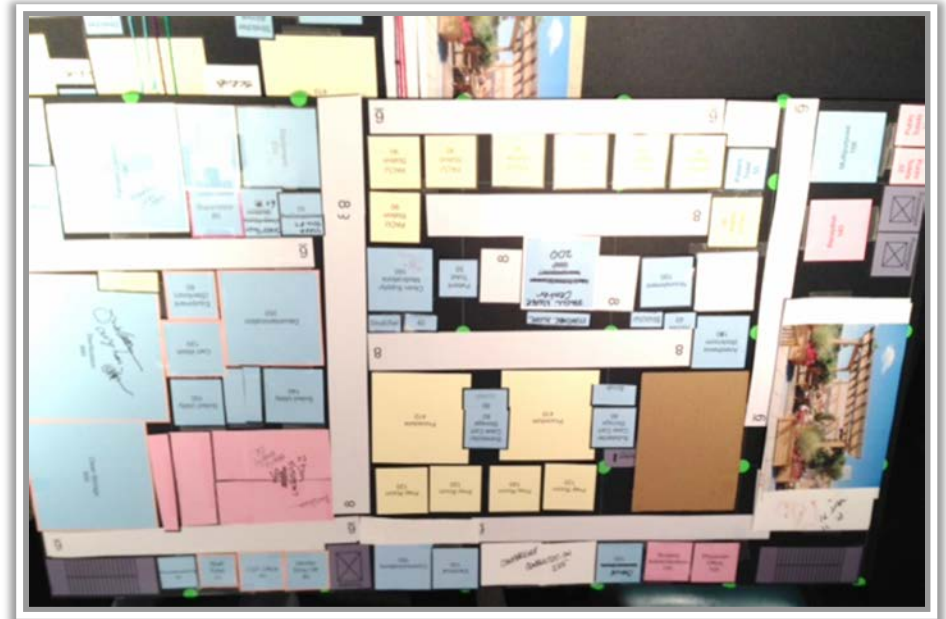


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Building Takes Shape



Stacking the building



3rd floor conceptual design



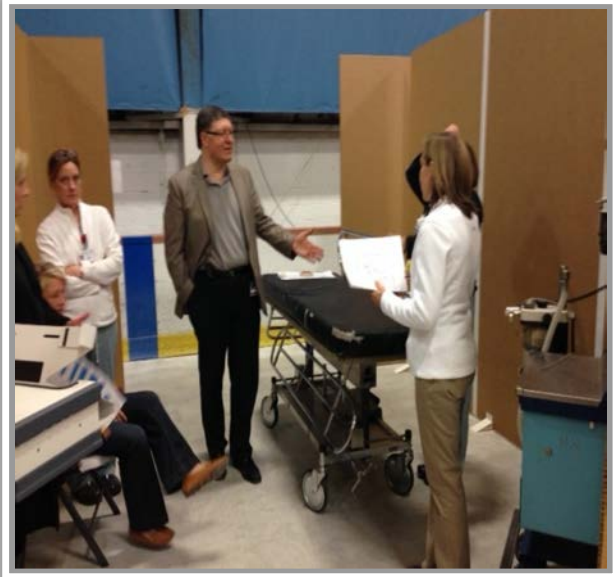
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Schematic Event



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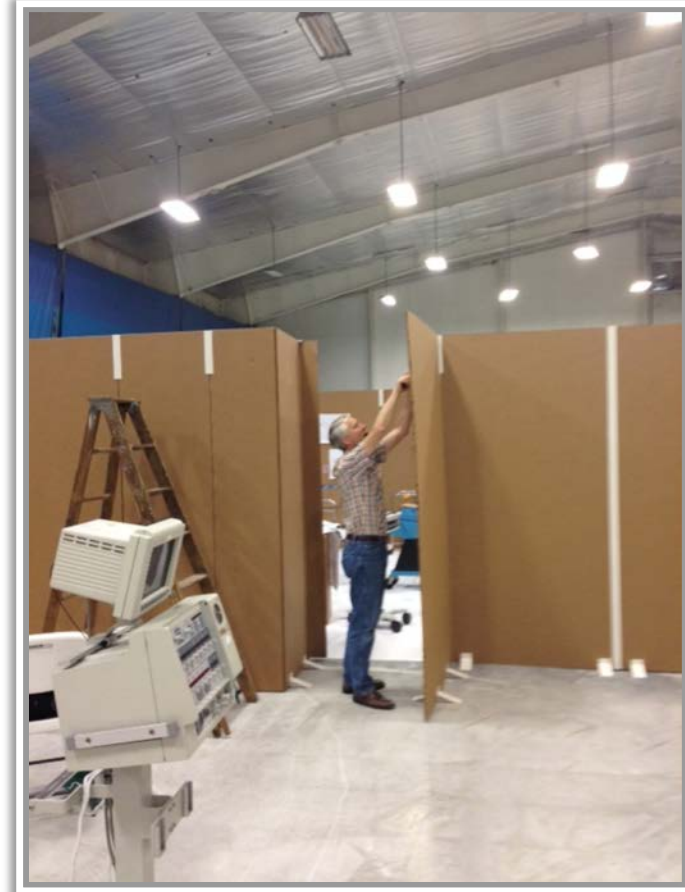
Tours with Families and Staff



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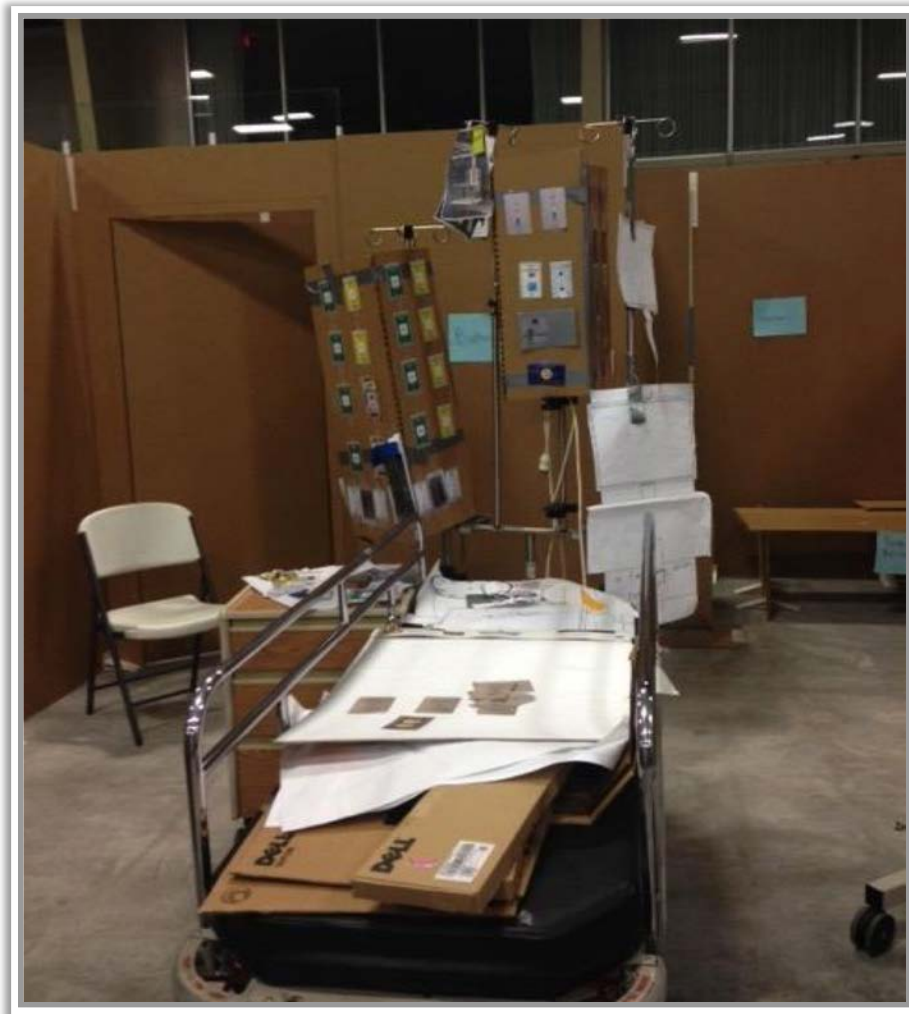
It's All About the Detail

| LOBBY/REGISTRATION | |
|--------------------------|---|
| LIKES | PLEASE CONSIDER |
| Play area | Interactive board games |
| Tours | Involving child life in interior design |
| Plugs | Pods of chairs for families |
| Glass/natural light | Keys for locker cabinets- survey says |
| Lockers | Family bathroom |
| Hidden drinking fountain | Lower desk to be more open |
| Water feature if get | Shorten privacy walls |
| | Process for step parents to see patient |
| | Tables by chairs for belongings |
| | Chair groupings |
| INDUCTION | |
| Natural light in hallway | Sky light |
| Like TV | Add music to TV stations |
| Like chairs | Keep IV pump with child thru process |
| Family friendly design | Child friendly decor |
| Team design | Chairs |



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Detail Mock Ups



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Detail Mock Ups



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Lean & Integrated Facility Design Results

Results:

- Reduced OR Lead-Time by **51%**
- Reduced Clinic Lead-Time by **40%**
- RFI's during construction decreased by **30%**
- Designed two buildings -
(Ambulatory Specialty Center/Critical Care Tower) in less than **6 months**
- Reduced ER room requirements by **13%** from business plan
- **14%** Reduction in Ambulatory building requirements from business plan
- **0** Waiting Rooms- small Pause areas



One focus. One purpose. **Your child.**

Vision of Level Loaded Schedule

- A level loaded schedule:
 - Smooth's out the daily demand for the Clinic resources
 - Provides dimensions and a blend of categories based on:
 - Specialty
 - Appointment type
 - Provider
 - Room in Room out time
 - Volume
- Eliminates waste
- Incorporating level loading and flow improves patient and staff experience
- Appointments are arranged to best meet Takt time and reduce variation at the pace of registration or recovery room
- The thresholds and boundaries that are identified will be upheld to maintain a leveled schedule
- A system that provides safe, efficient care for add-ons (same day no delay)
- A system that incorporates no shows, cancellation rates



Benefits

- Better communication/teamwork
- Steady pace
- Efficient workflow
- Reduced space requirements
- Less frustration and pressure for staff
- Identifies quality problems upstream
- Assist in improving current specialty center
- Improved patient, family, physician and staff satisfaction



Lessons Learned

- Go and see what good looks like
- Communicate more than you think you should!
- Solidify commitments
 - Help ancillary staff see the importance of participating in events
- Hospital representatives from design to be part of construction meetings right from the start
- Relationship building with construction team
 - Value of clinical input
- Trust the process and design
- Expect the unexpected



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A collection of various geometric shapes including squares, hexagons, circles, and crosses in shades of blue and green, scattered in the top right corner of the slide.

Questions?

Thank You

One focus. One purpose. **Your child.**