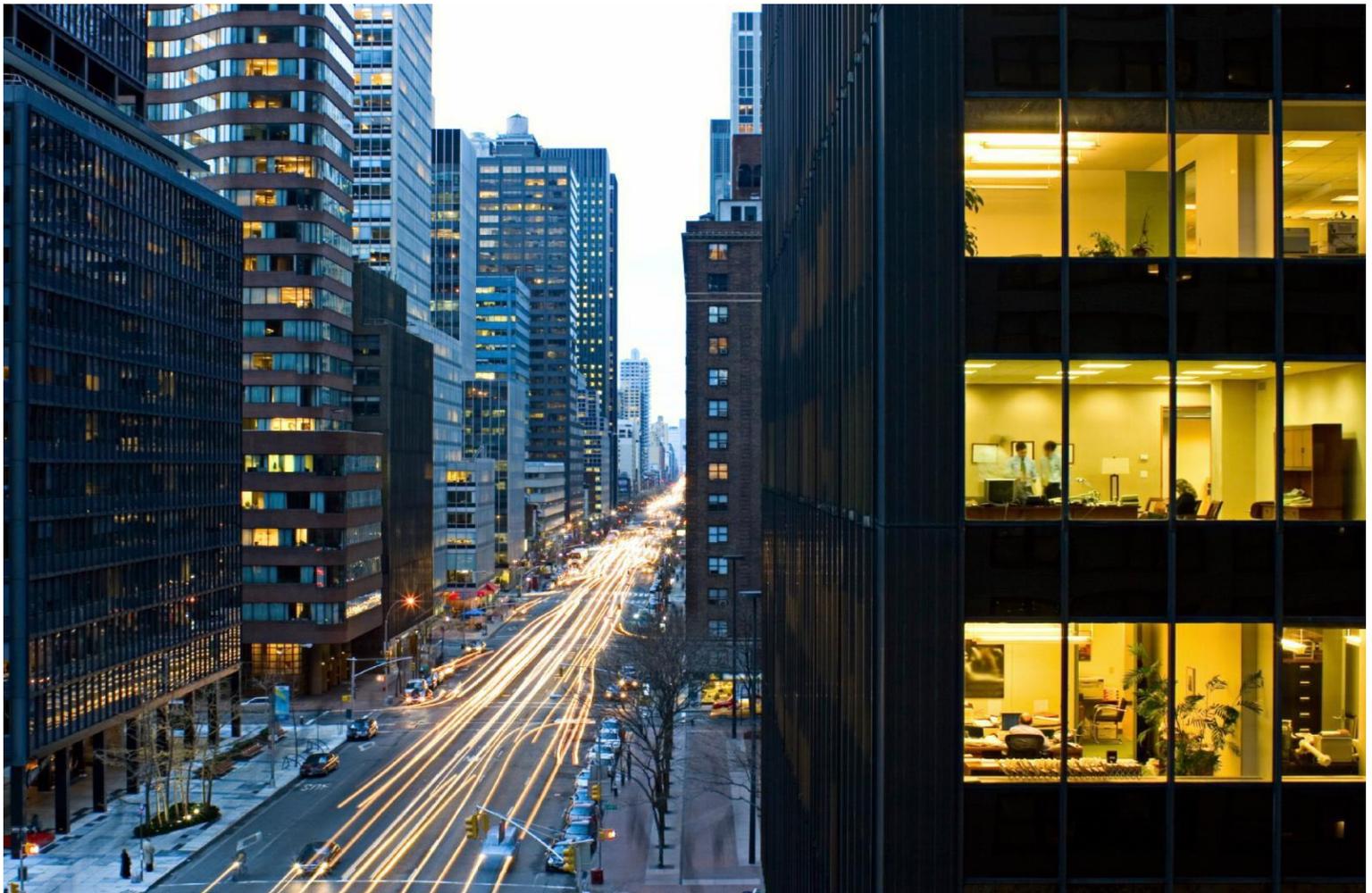


LOFT9
BUSINESS INSIGHTS
COLLECTION

Integrated Facility Design: Bigger is Not Always Better



Integrated Facility Design: Reshaping Healthcare

A famous quote by John Russell says “The more you engage with customers the clearer things become and the easier it is to determine what you should be doing.” Truly understanding your customer’s needs is a crucial requirement for any business, but it’s especially true in the healthcare industry where people’s lives are in sensitive situations and successful customer experiences are a must. In today’s healthcare world, however, meeting customer needs can be complicated due to reforms and financial challenges targeting this industry, which are reasons for taking a closer look at how one of the largest capital investments – facility infrastructure, can be better managed. The Integrated Facility Design (IFD) approach is on the forefront of groundbreaking approaches for delivering breakthrough designs while reducing operational costs and maximizing customer value. IFD uses Lean principles to guide the design process which leads to designs that need less space and less capital. In addition, changes due to customer needs are much easier to facilitate and less cost prohibitive to implement. By learning how to facilitate a collaborative environment with stakeholders, you’ll understand how utilizing IFD can lead a group of people to the smartest design possible.

IFD uses Lean principles to guide the decision-making process. These guiding principles include:

- Start with the customer.
- Too much space is an enemy.
- Base the design on flow optimization, not department optimization.
- Use load leveling to reduce space requirements.
- Reduce lead time to decrease space requirements.

What Is Integrated Facility Design?

Integrated Facility Design changes the focus from designing work streams separately to viewing the design process more holistically by scoping related work streams together, integrating Lean principles, and by utilizing expertise from all stakeholders. The result is a design that maximizes customer value while minimizing waste. In addition, this design is easily continuously improved to meet changing needs.

Better Together.

Traditionally, facility design focused on managing work streams separately without looking at how each of the parts impacted the whole of the design. IFD puts the focus on improving patient and staff experience by systematically integrating Lean principles and expertise of all stakeholders—patients and families, hospital administrators, physicians and surgeons, nurses, staff, and architects. Stakeholders support this process through Lean methodologies to create a breakthrough hyper-efficient optimal space that reduces square footage layout, transport/walking time, and operational costs.

Establishing and keeping alignment with guiding principles, key concepts, and criteria for all involved can be a challenging endeavor but it’s critical for IFD to work. Finding interesting and fun activities that help teams get more involved with the decision-making aspect of the design process can be a very useful tool. In a Seattle-based hospital, Continuous Performance Improvement (CPI) consultants facilitated events with stakeholders to help with alignment. One activity was to divide participants into

small teams and have them provide a solution in seven different ways. For each solution, participants had to provide reasons for why the design would work or why it wouldn't. This activity helped people recognize the challenges inherent to creating spaces that meet the needs of the facility as outlined in the requirements and criteria. This new understanding helped grow support for the projects' objectives organization-wide and fostered stakeholder alignment with the implemented solutions, which resulted in better team morale and job satisfaction.

When stakeholders are unable to align on key areas, the following questions can help bring clarity to the decision-making process:

- What needs aren't being met?
- Is there a safety concern? Is it not safe to do this?
- Are the guiding principles being followed?
- What does that data show?

IFD Today

IFD is becoming more widely used in the healthcare industry as organizations attempt to reduce cost while improving the value and experience for patients, families, and staff. IFD provides Lean principles to ensure that the new design supports the following 7 Flows of Healthcare:

1. Patient
2. Family
3. Provider
4. Supplies/Materials
5. Equipment
6. Medicine
7. Information

In addition, having an architecture firm that believes in IFD is very helpful. The IFD process requires a lot of collaboration and plans can change often, so the firm needs to be fully aware and invested. If they are not committed to the amount of time required or don't dedicate project management throughout to bring the project from start to finish, the outcome of the design will be less than desirable. Continuity is key.

Optimal Design

IFD promotes the 'melding of minds' of those who will be using the physical space. The result will be a design that reflects the needs of all stakeholders in a cohesive way. The process encourages open mindedness and "outside the box" thinking and brings different perspectives and expertise to solve problems which result in creative solutions. Facilitating a collaborative environment where those that will be using the space helps in identifying solutions for optimizing. It empowers and motivates those who are part of the design process which is an invaluable trait to successful design.

If you are planning on implementing IFD, the following lessons learned can help you make the right decisions and help keep your stakeholders aligned:

- Identify customer requirements before starting on design work. The design needs to address the customer, not the other way around.
- Ensure customer requirements come from the customers themselves.

-
- Use vetted customer requirements to help with decision making instead of “gut feelings.”
 - Utilize “7 Ways” activities and push teams to think “outside the box.”
 - Test, test, test! Use mock-ups, use case scenarios, simulation, table top activities, etc. to validate designs.
 - Capture all decisions (yes/no and the reason why). This will save a ton of re-work.
 - Involve the designers in the observing and collecting of data activities so that they have a better understanding of the human component the data represents.

The People In The Process

IFD is an indispensable approach to providing a model that puts the customer’s needs first and early in the design process. Bringing all stakeholders in early and integrating their feedback iteratively and continuously while using Lean principles to help with decision making promotes an environment that is empowering and transparent where customers feel heard and understood. IFD paves the path to creative problem solving and innovative designs. Top notch collaboration between stakeholders of all different roles and experiences reinforce the benefits. Implement IFD and open the doors to innovative designs that will delight your customers.

Get The Complete Story.

If you like what you've read, we invite you to meet with us to get the complete Loft9 story—and how it can help make your business more effective.

About Loft9

Loft9 is a consulting services firm which provides clients the focused business attention and resource bandwidth they need to succeed. The firm helps clients plan for and execute on their most critical initiatives by providing best-fit resources in business analytics, project management, change management, and process improvement. Loft9 is dedicated to the ongoing development of its Associates, regardless of experience level, driven by the belief that the greatest client outcomes are delivered by those who are passionate about continuous learning. The firm has offices in Kirkland, WA and Denver, CO employing more than 70 Associates, serving clients in the technology, software, health care, non-profit, retail, aerospace, and insurance industries. More information can be found at www.loft9consulting.com.

Contact

Seattle: 1-844-331-2063
135 Lake Street South Suite 240, Kirkland, WA 98033

Denver: 1-844-331-2063
1644 Platte St., Floor 4, Denver, CO 80202

Email: info@loft9consulting.com

© 2016 Loft9. All Rights Reserved.

