

22<sup>ND</sup> ANNUAL



22<sup>ND</sup> LCI CONGRESS  
OCTOBER 19-23

# Think Big, Build Small... The Future of Healthcare

Tyler Bauer, NorthShore University HealthSystem

Scott Lappe, Bulley & Andrews, LLC

Gil Magnelli, OKW Architects

John Zachara, Integrated Facilities Solutions, Inc.

THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

October 23, 2020

# Our Team

## Tyler Bauer

NorthShore University  
HealthSystem

tbauer@northshore.org



## Scott Lappe

Bulley & Andrews, LLC

slappe@bulley.com



## Gil Magnelli

OKW Architects

gmagnelli@okwarchitects.com



## John Zachara

Integrated Facilities  
Solutions, Inc.

jzachara@ifspm.com



# Problem Statement

- Movement away from traditional medicine model
- Building in spaces that are not meant for healthcare (retail strip malls)
- Working with landlords that are not used to dealing with sophisticated organizations
- Making project schedules align when the products take longer to procure than the project takes to build



# Core Values/Team History



# Healthcare expansion strategy



# Strategy and National Perspectives

- **Number one attribute** today for consumers is **immediate access to care**, including ability to walk-in and be seen within 30 minutes for basic needs<sub>1</sub>
- Increasing number of players within the IC/retail clinic space, including non-traditional competitors (Walgreens, CVS) – the **Chicago market** has been relatively **slow to change** compared to other geographies
- Non-traditional competitors have **challenges** around **downstream integration** of care (e.g. access to health records, referral to specialists, care coordination)
- COVID-19 impact to **consumer demand**

**Strategic value** → saturate the market with Immediate Care sites to touch more patients and provide convenient care across the Primary and Extended Service Area with long-term connection to the System

1.) According to 2019 Advisory Board study



# The Future of Healthcare

## The (Family) Doctor Isn't In: Millennials Are Rejecting Primary Care Physicians

Many young Americans are opting to get their healthcare from urgent care centers and retail health clinics.



A recent survey discovered 45 percent of adults ages 18 to 29 don't have a primary care physician. Getty Images

April 01, 2018 12:20 AM

## Health insurers push patients away from hospitals

JAY GREENE [Twitter](#) [Facebook](#) [Email](#)

- Blue Cross, Priority Health moves aim to move services away from higher-cost hospitals
- Hospitals expected to make changes in operations
- Employers, patients driving change to lower costs and increase convenience

## The Future of Healthcare Looks a Lot Like Retail



*It's not just about location, location, location. There's an urgent need—and growing opportunity—to reinvent the healthcare experience by adapting key retail principles to design outpatient "stores."*

By Dan Stanek, EVP, WD Partners

January 17, 2020 03:11 PM

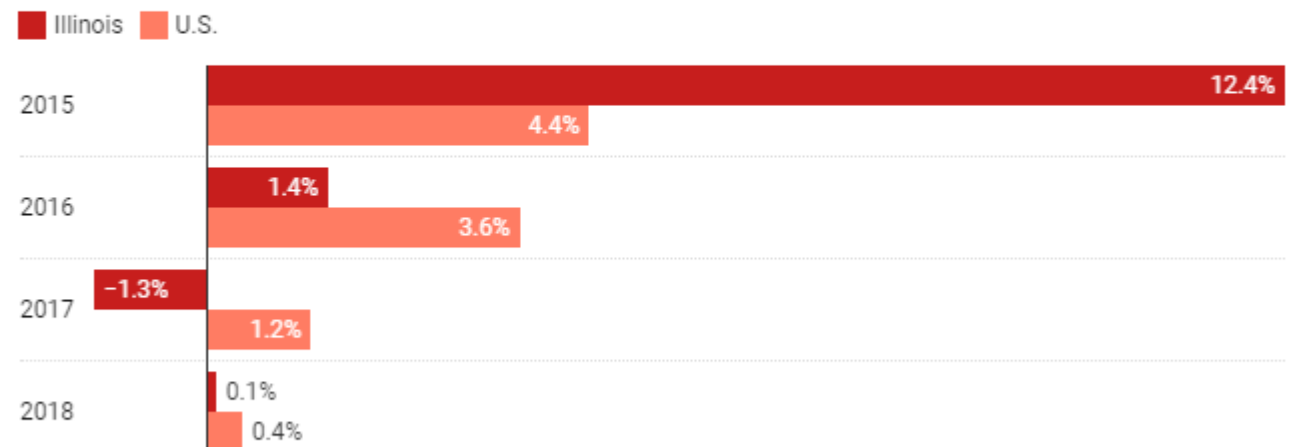
## This hospital growth engine is sputtering

Slowing patient traffic raises questions about whether hospitals' big brick-and-mortar bets will pay off. That's worrisome for hospitals hoping outpatient care would cushion the financial blow from declining inpatient business.

STEPHANIE GOLDBERG [Twitter](#) [Email](#)

## Change in outpatient visits for community hospitals

Hospital-owned outpatient centers appear to be losing ground to nontraditional competitors and new technologies. Outpatient visits at Illinois hospital networks were up less than 1 percent in 2018, down sharply from more than 12 percent growth in 2015.



Note: Data includes all nonfederal, short-term hospitals in Illinois

Source: American Hospital Association's 2020 Hospital Statistics report • Created with Datawrapper





# Evolution of Immediate Care Strategy

## Leading the Way in Immediate Care

- **Experience** – Leverage success coordinating ambulatory care
- **Growth** – Strategic site identification and tool for attracting new patients
- **Expansion** – Enter new markets, focus new markets
- **New Model** – Retail model staffed by Advanced Practice Providers
- **Training** – Investment in talent development program
- **Capacity Management** – Analytics-driven approach to align growth and resourcing





# Traditional ED vs. Retail Health/Immediate Care



- + Easier to Access
- + Less Waiting Time
- + More Comfortable
- + Modern Conveniences (WIFI, coffee bar, etc.)
- + Low Cost to Patient
- + Clean and Modern

- Hard to Navigate
- Long Waiting Time
- Uncomfortable
- Little Conveniences to Patients/Visitors
- High Cost to Patient
- Outdated and Have a Feeling of Being Rundown



# Enhanced Access *New Look, Team Collaboration*



## Consumer-Driven Access Strategy

modern, spa-inspired, family-friendly design



## Collaborative Team Approach

- Idea generation
- Budget aware
- Timeline development, agreement, and improvement
- Post go-live review
- Problem solving (learning from each new site)



# Design

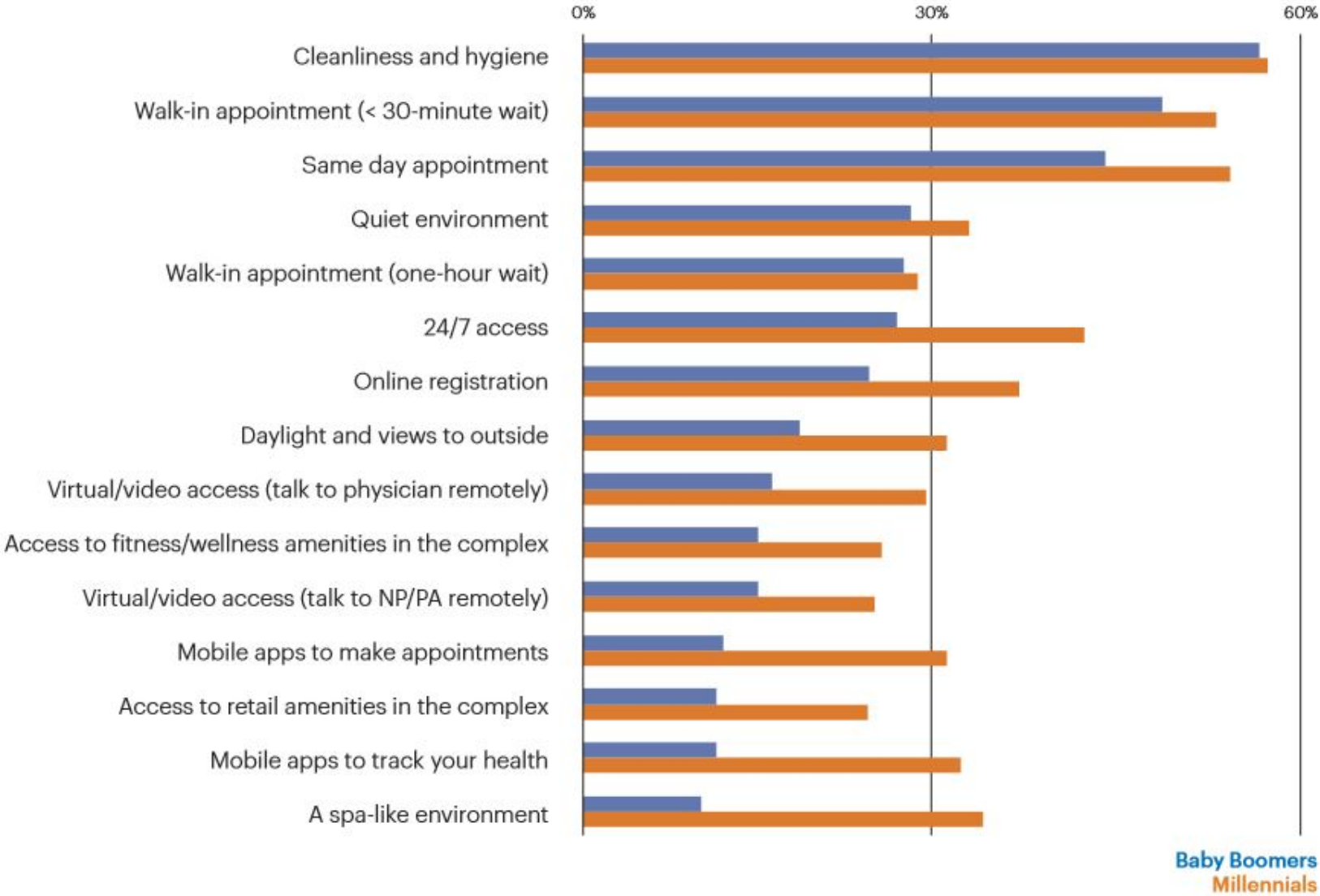




# Evidence-Based Design: Using Data to Drive Design Decisions

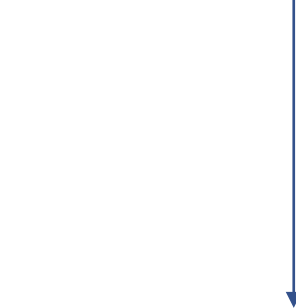


WHAT ATTRIBUTES MAKE A CLINIC MORE APPEALING FOR FUTURE VISITS? (TOP BOX SCORE)



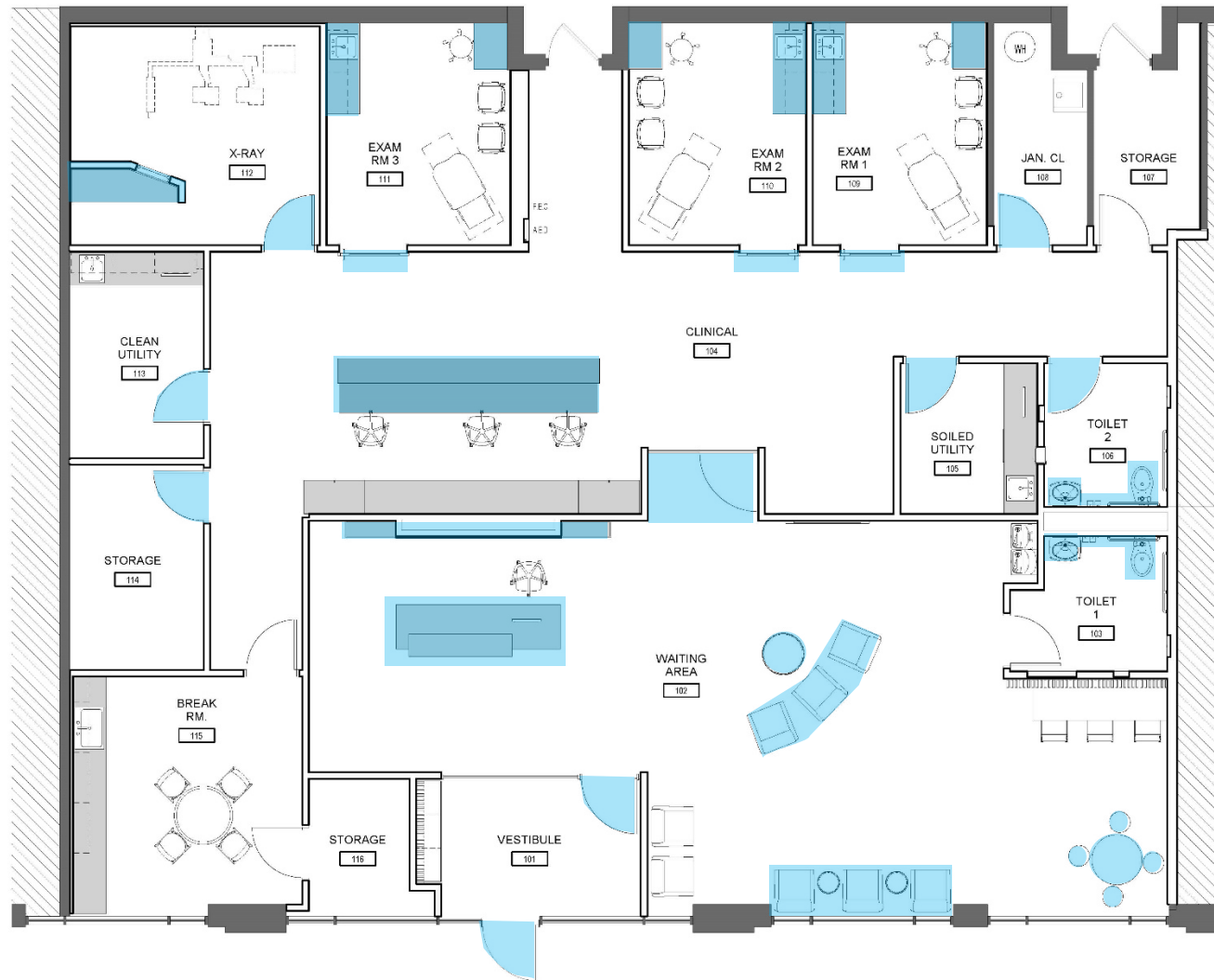


# Evidence-Based Design: Stakeholder Engagement





# Efficiency in a Set Program



## Design as a “Kit of Parts”

- Glass Logo Wall
- Sliding Doors
- Millwork

## Flexible Design

- Multiple Pre-Approved Lighting Packages
- Multiple Pre-Approved Vendors for Sliding Doors, Etc.

REDUCED:

Defects

O

Waiting

N

T

I

M

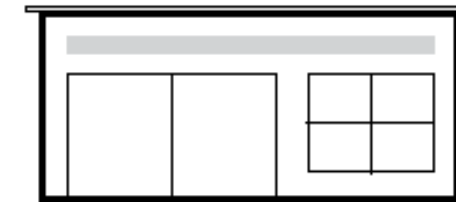
Extra Processing



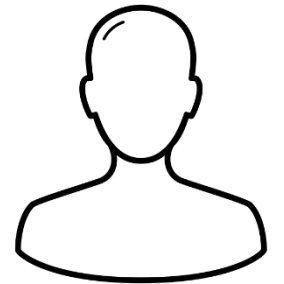
# Challenges in Existing Buildings



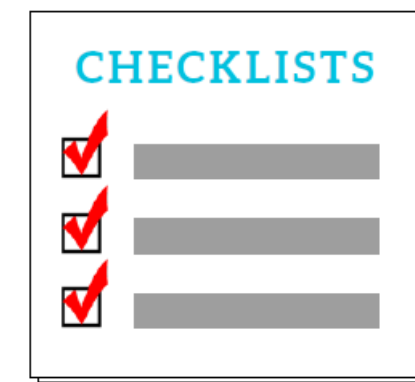
Building Systems  
Designed for Retail not  
Healthcare



Landlords



SCHEDULE &  
COST RISKS



REDUCED:

D  
Over-Production  
W  
Non-Utilized Talent  
T  
I  
M  
E



# The End Result(s)





# Construction

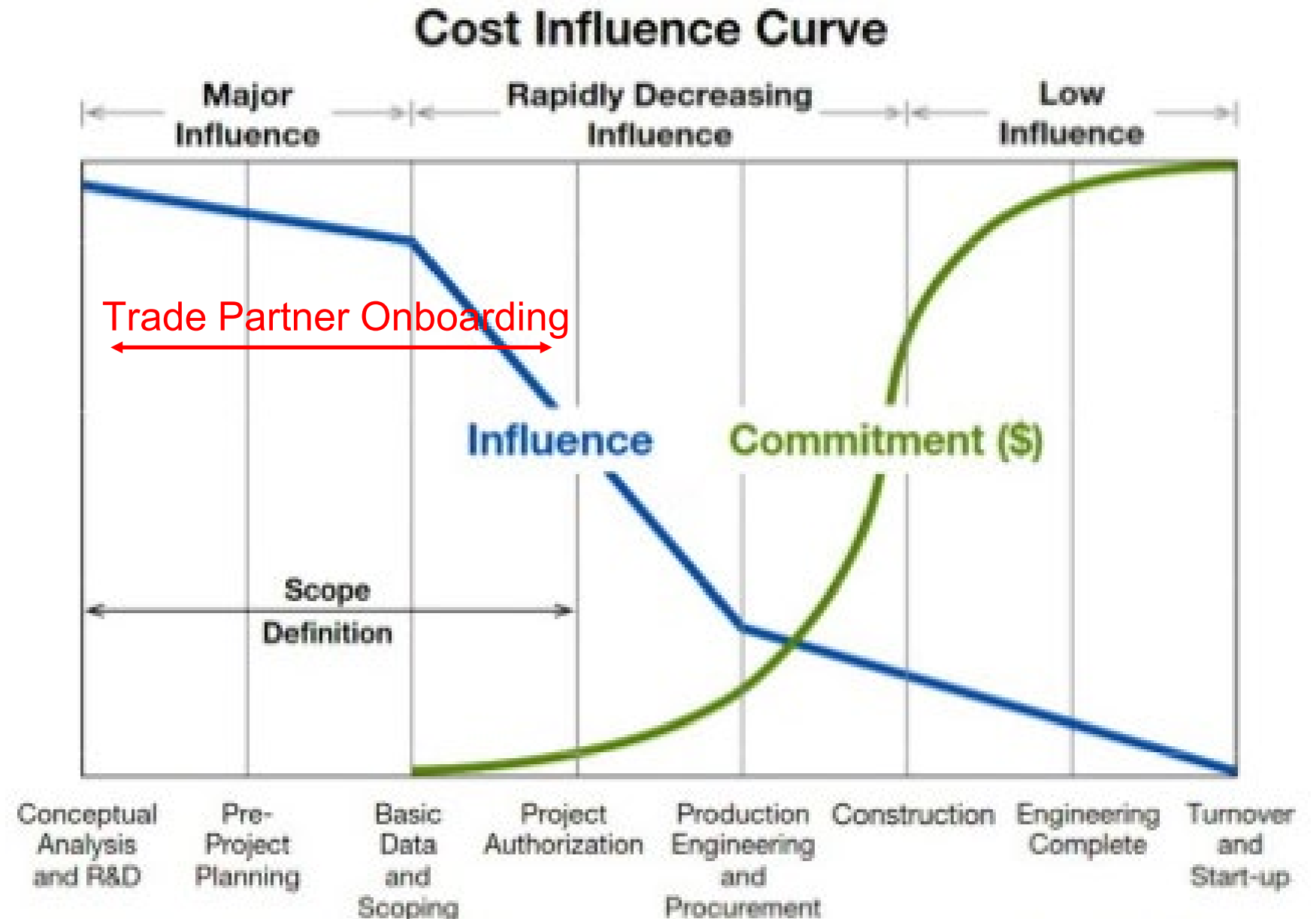




# Ensuring Success

## Cost Certainty

- + Cost Benchmarking and Baselineing
- + Consistent Management and Oversight Staff
- + Trade Partner Continuation from one Project to the Next



# Ensuring Success

## Pre-Construction Checklist

- + Trade Partners and Engineers On Site During Lease Negotiations
- + Review of Electrical Systems for X-Ray Equipment
- + Trace Out Existing Plumbing Line
- + Samples of Storefront Framing for Color Match

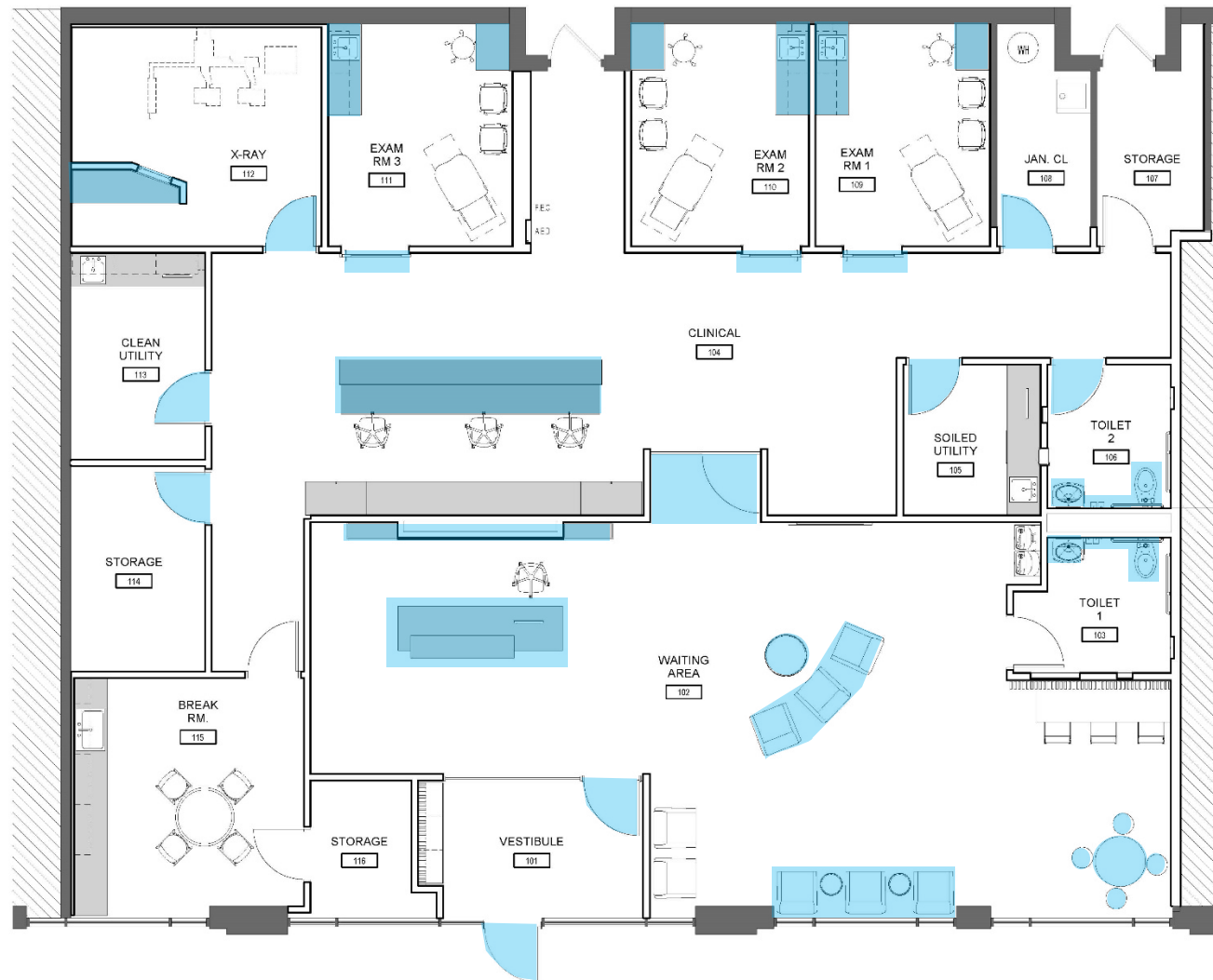






# Ensuring Success

## Eliminate Waste



### Consistent Trade Partner Team

- Eliminate RFIs
- Reduce Change Orders

### Standardized Program

- Order Bulk Materials for Multiple Projects
- Reduce the Submittal Process
- Increase Quality Due to Repetition

### REDUCED:

Defects

Over-Production

Waiting

Non-Utilized Talent

T

Inventory

M

Extra Processing

# Results



# Lean Tools and Concepts

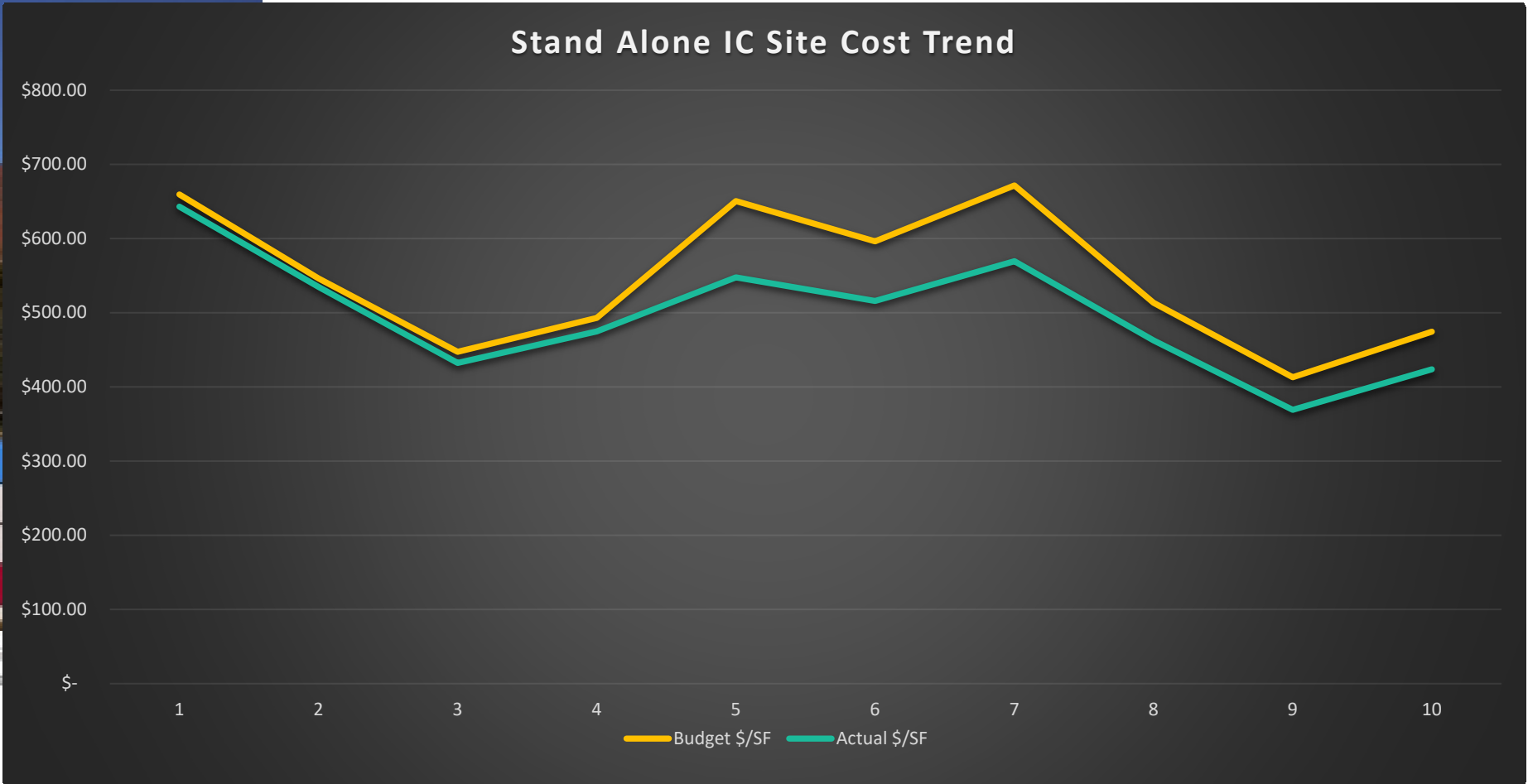
- |                                |   |   |
|--------------------------------|---|---|
| • GMP contracts                |    | • Mutually Agreed Upon Project Partners   |
| • Incentive                    |    | • Repetitive Projects, No Rebidding       |
| • Target Value Delivery        |    | • Each Project Had A Similar Target Value |
| • Choosing By Advantages       |   | • Material Selections with a Purpose      |
| • Waste Elimination (DOWNTIME) |  | • Clear and Decisive Direction Given      |
| • Open book collaboration      |  | • Savings Returned to Bottom Line         |



# Collaborative Approach

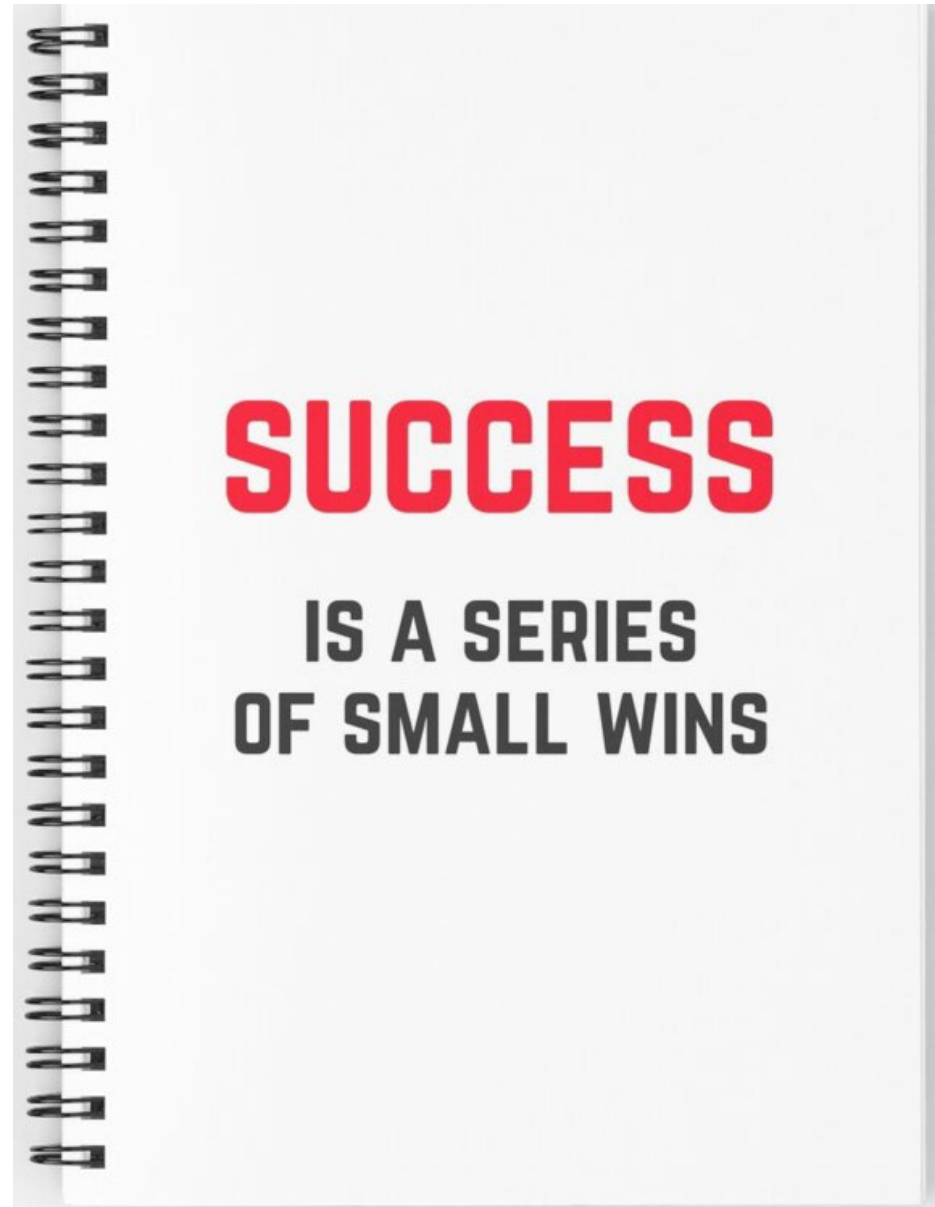


NorthShore University HealthSystem plans to open an additional 50 immediate care centers and reposition focus on certain specialties over the next two years. NorthShore's Evanston Hospital will focus on competitive specialties (Souffle / Chicago Tribune / Chicago Tribune)



NorthShore University HealthSystem plans to open 50 new immediate care centers in Chicago and the north suburbs over the next two years, part of a multimillion-dollar plan to attract new patients.

# Innovations for Future Projects



- + \$1.4M Dropped to Bottom Line – 10 Projects
- + Over 30 Innovations Carried Forward
- + All Sites Went Live On Time







**22<sup>ND</sup> LCI CONGRESS**  
**OCTOBER 19-23**



**In the spirit of continuous improvement, we would like to remind you to complete this session's survey in the Congress app! We look forward to receiving your feedback. Highest rated presenters will be recognized.**

# Contact Us

## **Tyler Bauer**

NorthShore University  
HealthSystem

[tbauer@northshore.org](mailto:tbauer@northshore.org)



## **Scott Lappe**

Bulley & Andrews, LLC

[slappe@bulley.com](mailto:slappe@bulley.com)



## **Gil Magnelli**

OKW Architects

[gmagnelli@okwarchitects.com](mailto:gmagnelli@okwarchitects.com)



## **John Zachara**

Integrated Facilities  
Solutions, Inc.

[jzachara@ifspm.com](mailto:jzachara@ifspm.com)







**22<sup>ND</sup> LCI CONGRESS**  
**OCTOBER 19-23**

**Thank you for attending this presentation. Enjoy the rest of the 22<sup>nd</sup> Annual LCI Congress!**