

23RD ANNUAL



23RD LCI CONGRESS
OCTOBER 19-22

Delivering Twenty-First Century Care Environments

Mark McLean, Indiana University Health

Loretta Sherwood, Indiana University Health

LEARN BY DOING FROM THOSE WHO DO

October 19, 2021

Health precautions to keep everyone as safe as possible at Congress:

- Wear masks at all times in indoor events.
- Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- Practice social distancing to the extent possible. Seating at plenary sessions is structured to help with this.
- If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!



Objectives:

Participants will gain understanding of:

1. How an integrated delivery process in healthcare projects can yield improved results in operations, efficiency, satisfaction, and produce more predictable schedules and outcomes than traditional modes of delivery.
2. The key principles to successful implementation and delivery of an integrated healthcare project.
3. The complex linkages across the process efforts that are key to coordinated, collaborative and effective delivery.
4. The specific focus efforts across the life cycle of a project to deliver an environment which empowers operational teams to provide exceptional care at inception.



Why Integrated Delivery?

Simply put, we have found the value proposition for integrated delivery to be the following:

Outcomes:

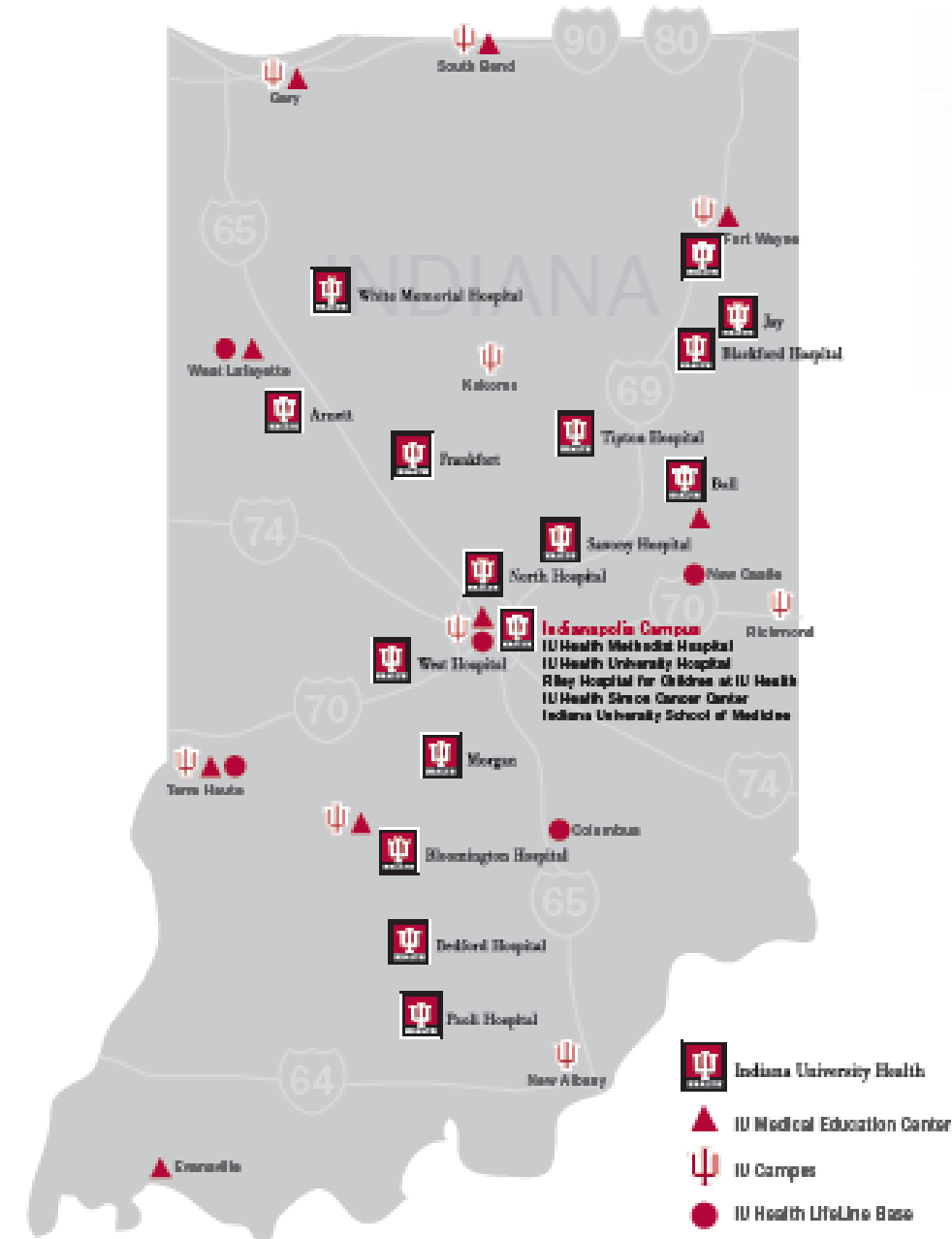
- Increased Ownership Transition
- Rapid Stabilization Post Go-Live
- Higher Satisfaction
- Better Outcomes

Indiana University Health Overview



Indiana's Largest and Most Comprehensive Health System

- **16** hospitals
- **300+** primary care and specialty care offices
- **34,000** team members
- **3,598** physicians
- **1,141** advanced practice providers
- **9,000+** nurses



Improving the Health of Indiana

The IU Health Way

We will lead the transformation of healthcare through quality innovation and education, and make **Indiana** one of the nation's healthiest states

Vision

Excellence
We do our best at all times and in new ways



Purpose
We work to do good in the lives of all others



Team
We count on and care for each other





Compassion
We treat all people with respect, empathy and kindness



Values

The Best care, Designed for you

Promise

Community
Establish programs and partnerships to improve community health



Population
Deliver high value healthcare through new care delivery and payment models



Destination
Bring strengths of IU Health/ IU School of Medicine to bear through development of destination clinical programs



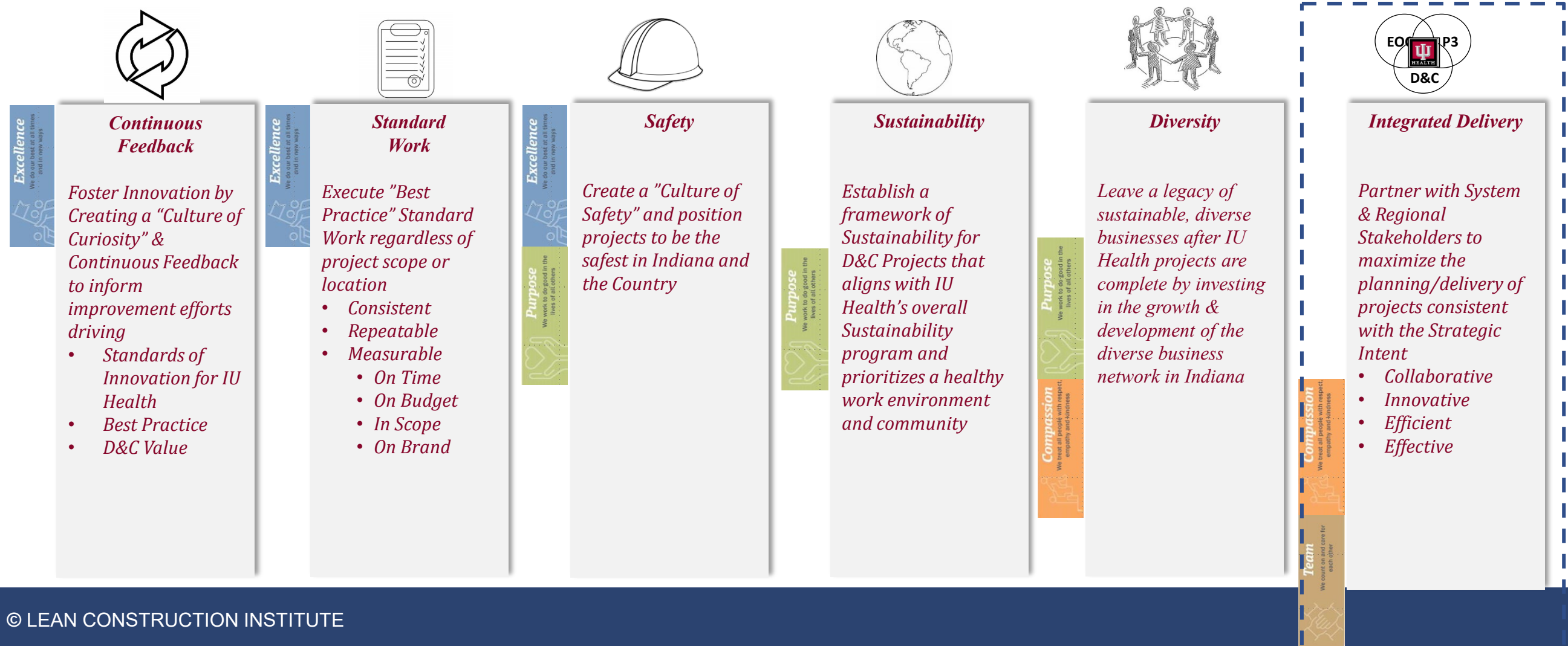
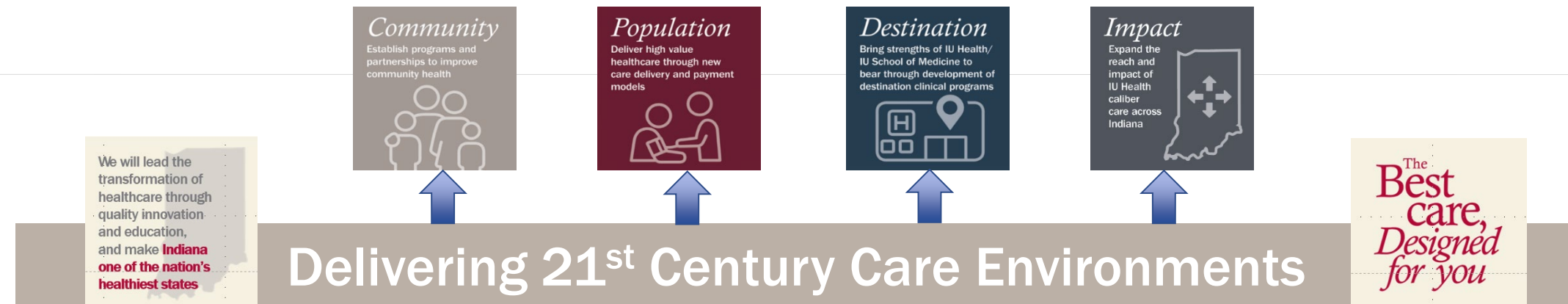
Impact
Expand the reach and impact of IU Health caliber care across Indiana



Indiana University Health Design & Construction Team



Improving the Health of Indiana



Design & Construction Department Promise:

Deliver 21st century care environments

Purpose: *Through effective capital project management and best use of system resources, D&C provides facility solutions that support collaborative inter-professional teams, and enable excellence in delivering and advancing cures, prevention, patient dignity and compassion, and team wellbeing.*



Design & Construction Portfolio



IU Health Frankfort Hospital

**Strategic Projects
> 2 Million SF**



IU Health Riley Children's Hospital



IU Health Bloomington



IU Health Ball Memorial



Pending – IU Health Fort Wayne



IU Health West Hospital



IU Health AAHC

**150+ Routine &
Replacement
Projects**

**Over 400 System
Buildings**

Indiana University Health Integrated Project Delivery



Integrated Project Delivery Teams

Executive
Sponsor

Internal
Partners

Supply Chain Operations, Infection Prevention, IUH Equipment Planners, IUH Regulatory, IUH Government Affairs



Team Readiness

The patient centric process of developing future state operating models and transitioning the associated program, processes and team to the new building or space



Building Readiness

The process of loading and preparing the physical environment for exceptional experiences and exceptional outcomes.



Construction Delivery

The process of designing and constructing and commissioning the requested physical building or space



**Information & Informatics
Systems Readiness**

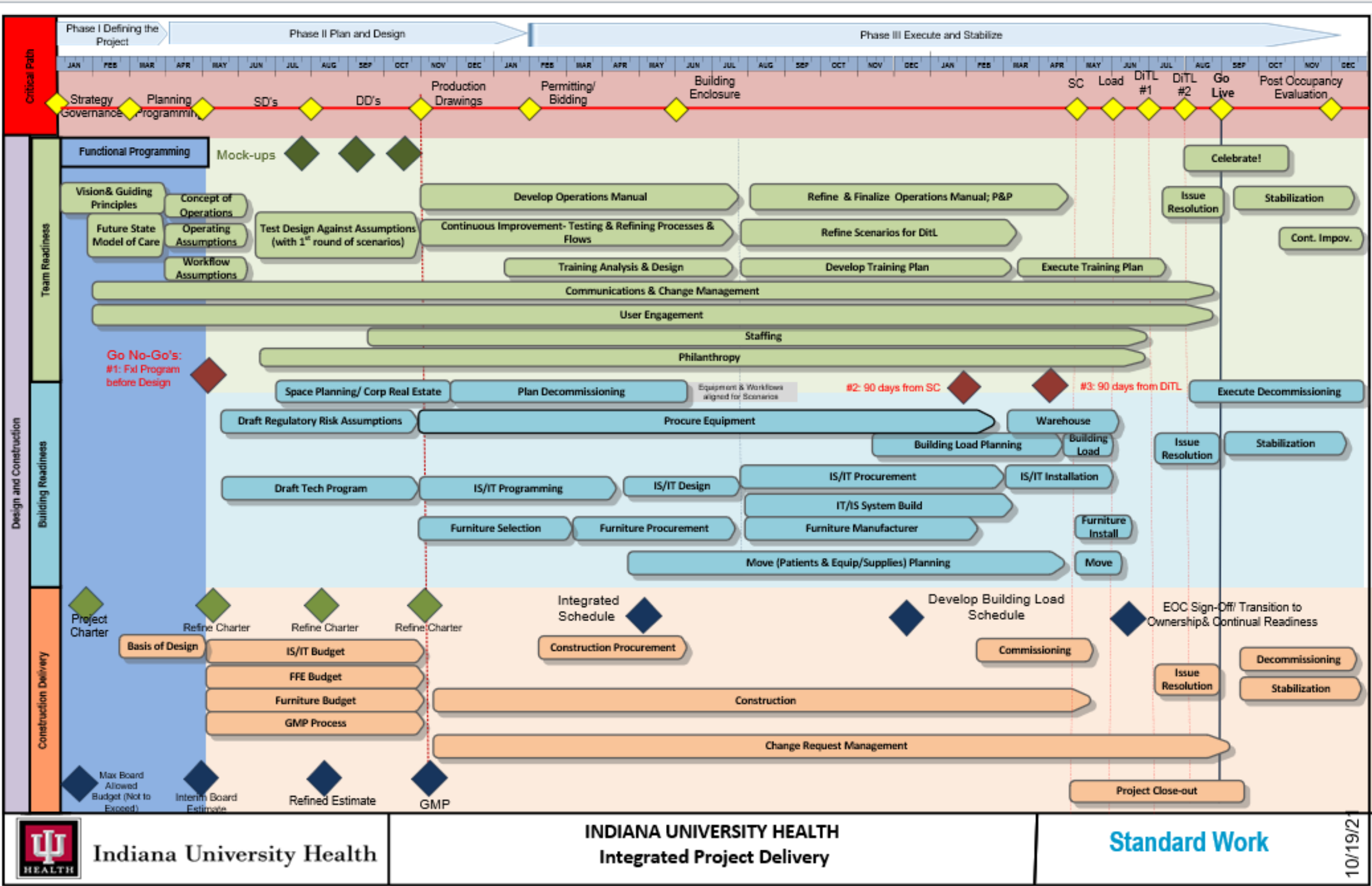
The process of designing and implementing technology and related devices to enhance patient care and to ensure information security

External
Stakeholders

Architects, Engineers, Construction Managers, Equipment Planners, ISDH, TJC

Planning & Execution

Delivery & Stabilization



Scope



Team Readiness

Program & Operations
Readiness

Workflows
Planning &
Implementation

Staff Readiness
Staffing – Training
Change Management

Day in the Life

Philanthropy,
Communications &
Events



Building Readiness

Department Readiness

Certifications -
Accreditation

Equipment Selection &
Procurement

Building Load – Move
Planning

Furniture/Artwork
Selection & Installation

Regulatory Readiness
Environment of Care
Life Safety
Emergency
Management



Construction Delivery

Project Strategy

Project Budget

Scope Management

Project Design

Construction
Completion

Commissioning



Information & Informatics Systems Readiness

IIS Strategy

Infrastructure

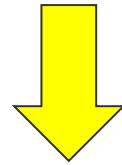
Devices

Systems & Applications

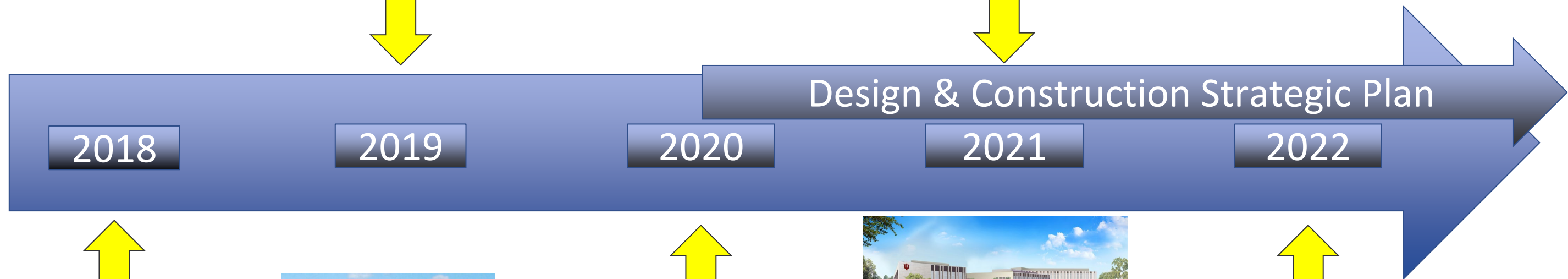
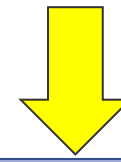
Integrated Testing

Our Journey So Far...

- Building the Team
- Getting Started



- Internal Education
- Major Project Deliveries
- Getting Smarter



2018

2019

2020

2021

2022

- Envisioning our Future
- Applying Lean Principles



- Progressing through a Pandemic
- Relearning how to work

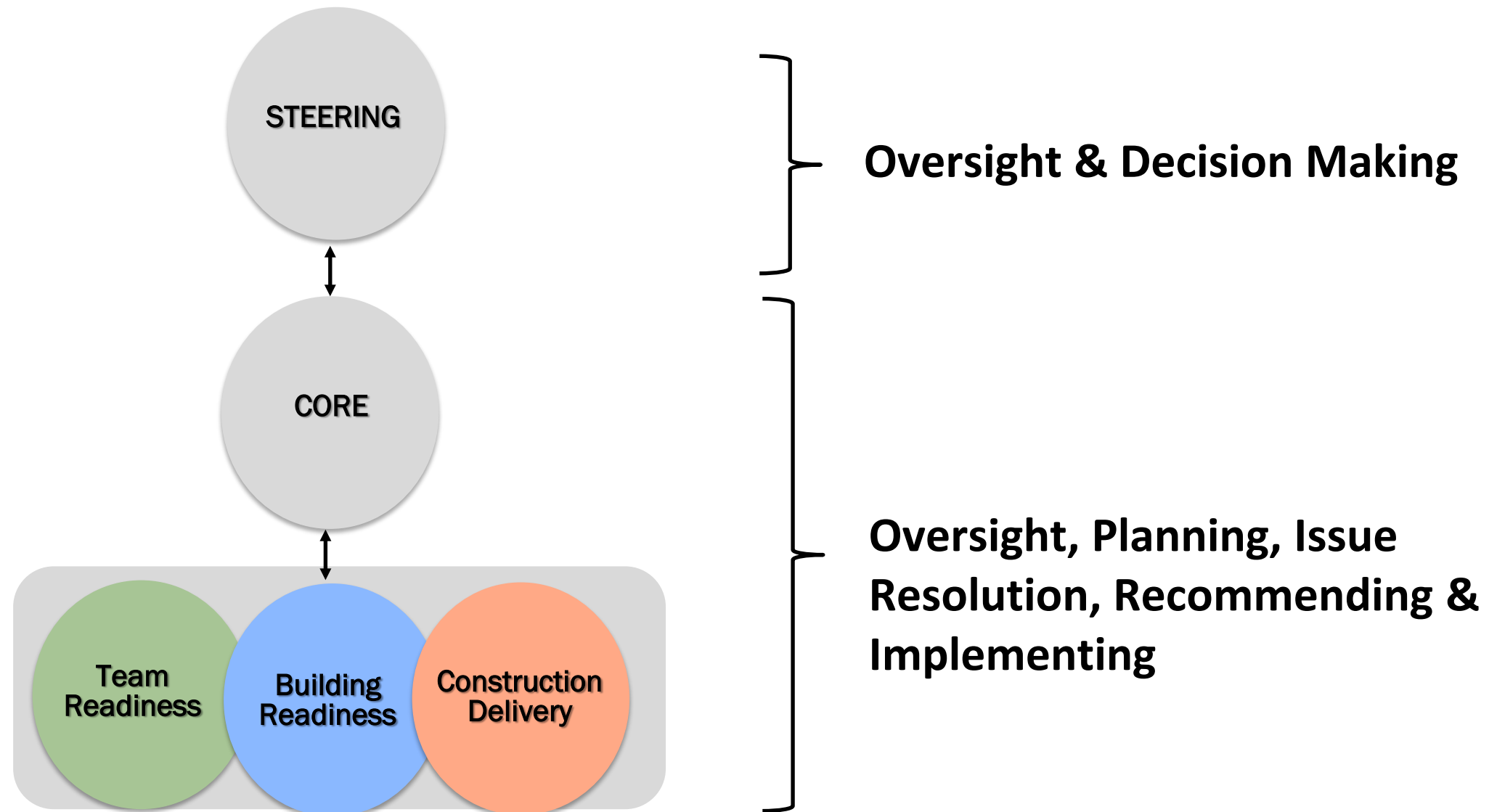


- Continued Growth
- Continued Demand
- Scale to All Project Sizes



Project Governance Structure

Provide oversight and direction to ensure milestones are achieved in a timely manner and project delivery is successful



Project Charter

Provides planning foundation – “who, what, when, why & how”

I. Project Leadership/Sponsorship

- The executive leader that supports the overall project governance and ensures guiding principles are upheld and realized.

II. Project Governance:

- Defines the membership of the decision-making groups and escalation process for topics of each group. Governance maintains the guiding principles & successful execution of the project.

III. Voice of the Customer

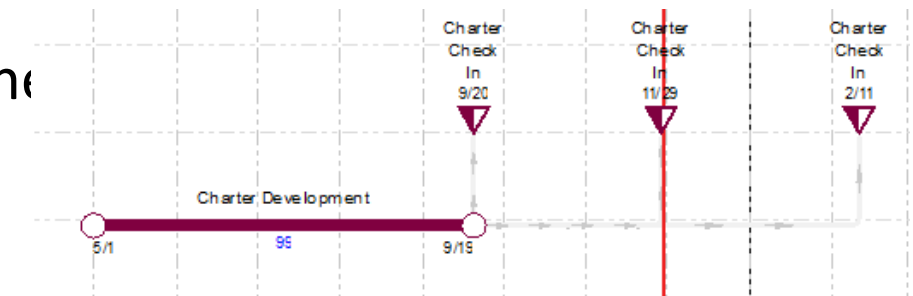
- Crucial and critical feedback from patients, families, care providers, the future state.

IV. Guiding Principles:

- A listing of descriptors or attributes of the new space that demonstrate the future vision of the project. All decisions throughout the project are made through the filter of the guiding principles.

V. Projects Metrics:

- Measures of success



What it's Not

Not:

- Integrated Facility Design
- Integrated Project Delivery with IFOA- Integrated Form of Agreement.



Early/Mid Life Cycle





AAHC Guiding Principles & Details

- The purpose for the proposed development is to provide for a ***world-class medical campus*** that will consolidate operations of Methodist Hospital and University Hospital.
- The medical campus will exist on a ***revitalized downtown campus*** and serve as the core of a ***thriving new health district*** in the heart of Indianapolis and Indiana.

Deliver ***affordable, high-quality personalized destination services***, incorporating ***leading-edge medicine*** and leveraging ***internal and***



- Build a 21st Century Care Delivery Platform
- Invest to Ensure the Lowest Reprogramming Cost in the Nation
- Design a Fiscally Sustainable & Health Campus
- Drive Service Demand Management – Right Time, Right Location & Superior Experience

What is a workflow?

- People, information (*verbal – paper – electronic*), equipment and materials flowing through space & time
- Defines standard work processes mapped from beginning to end.
- Sequence of steps

Who (one person – several people)

What & How (expected/standard activities)

Where (intra-department & inter-department)

When (sequential, simultaneous, lead, lag...)

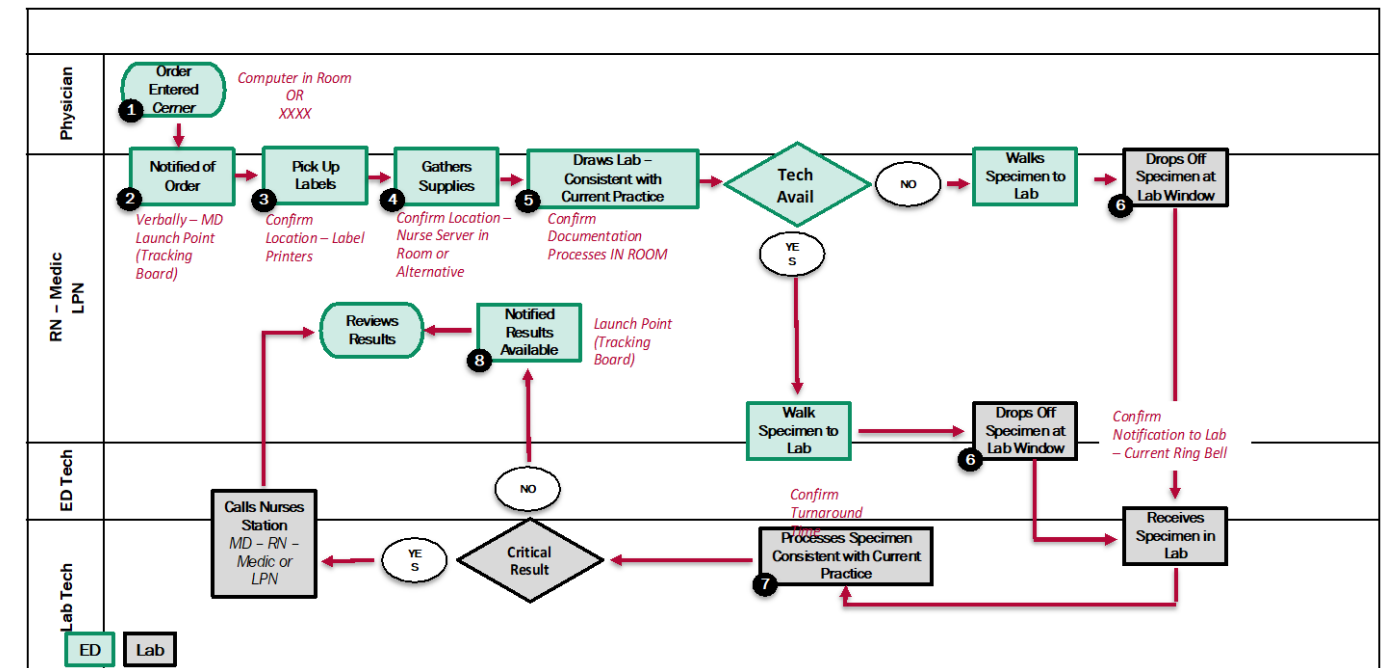
- Critical dependencies to support processes

Technologies

Equipment

Materials

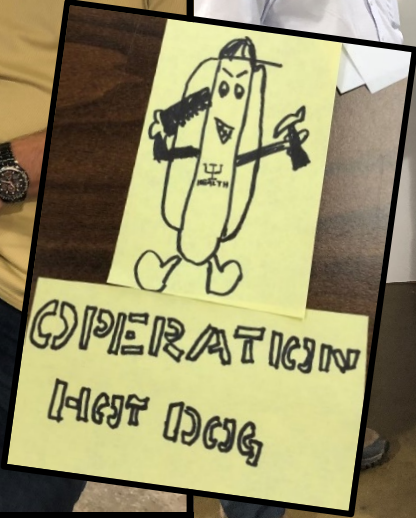
Staffing





The Eight Flows of Healthcare

1. Patient	Orange
2. Family	Green
3. Care Team	Red
4. Equipment	Blue
5. Supplies & Materials	Purple
6. Medication	Yellow
7. Instruments	Teal
8. Dirty and Clean Flow	Dark Blue



Homestretch Life Cycle



Training

- **Definition**
 - Orientation, knowledge sharing & practice opportunities to ensure everyone is ready to operate confidently in the new space
- **Team Participation**
 - **ALL** impacted team members.
- **Depth of Interaction**
 - Training completed on **ALL** work processes, equipment, high risk & low volume situations.
 - Take place over several weeks.

Day in the Life (DitL) Events

- It is a dress rehearsal of day 1 operations. It is a scripted role-playing event to validate training effectiveness and team member confidence in knowing and operating in their new space. DitL is also used to ensure patient & family experience, safety in the new facility; validate the building, equipment, systems and technology all work as planned.
- Limited Team Members- Only the actors required to play the roles in the everyday life scenarios selected will participate .
- Scenarios will represent 'daily life' and not test all situations.
- Takes place on 2 days.

Change Champion Network

Q: What is a change champion?
 A: A team member from each department that will assist their manager & the training team with the project training & go-live efforts.

Q: How do you become a change champion?
 A: Each department manager nominates 1 of their team members that they think will be able to fulfill the expectations shared below. |

Q: What is the time commitment for a change champion?
 A: May differ a little depending on each department’s training needs, but in general-

- Attend a 1 hour Change Management Training Session
- Attend a bi-weekly 1 hour call
- Share/cascade communications & training information as requested by training team &/or manager- varies, approx. 1-2 hrs/week.



Sample- Standard Standing Meeting Agenda
Communications Sharing: <ul style="list-style-type: none"> • What communications have you completed? • What are you and your team talking and/or asking about?
ADKAR Discussion
Training & Orientation Activities -Upcoming & completed
Day in the Life Event Prep
Marketing/Project Events-Upcoming & completed
Go-Live Activities
Celebration/Successes

	Change Champion Expectations
1.	Provide continuous, vigorous & ample <u>communications</u> - <ul style="list-style-type: none"> a. To peer team members b. To project team & their leaders - so all parties are informed & engaged in regards to project training, events & culture.
2.	Act as a liaison/partner to training team & their dept. manager as a <u>training support or resource</u> .
3.	After receiving change management training, <u>apply ADKAR methodology</u> to communications & interactions, <u>assisting peer team members through change</u> during the transition.
4.	Be a strong <u>advocate</u> for all project events, esp training efforts.
5.	<u>Reinforce & celebrate team member successes</u> throughout training & go-live process.
6.	Be an <u>active & engaged</u> partner within the change champion network.



PASSPORT



 **Bloomington**
at the Indiana University
Regional Academic Health Center

- [Riley Maternity Tower set to open next month | wthr.com](#)



Training Overview/ Passport Components

General Orientation to the Hospital

- Occuring September 27–November 12.
 - Monday, Wednesday, Thursday: 7 a.m.–8 p.m.
 - Saturday: 9 a.m.–1 p.m.
- Self-guided tour.
- Sign in through QR code at Team Member Entrance, and select *Building Excursion* in the drop-down.

BUILDING EXCURSION



EQUIPMENT AND TECHNOLOGY PATHWAY



Department-Specific Equipment/Technology

- Scheduling through trainers and managers.
- Key technologies include Clinical Mobility, Nurse Call, and RTLS.
- Applicable training videos will be uploaded to eLMS.

Department-Specific Training

- Offered September 27–November 29.
- Led by department trainers/managers.
- Includes orientation to department, key workflow review, and key routes throughout the hospital.
- Sign in through QR code at Team Member Entrance, and select *Department Exploration* in the drop-down.

DEPARTMENT EXPLORATION

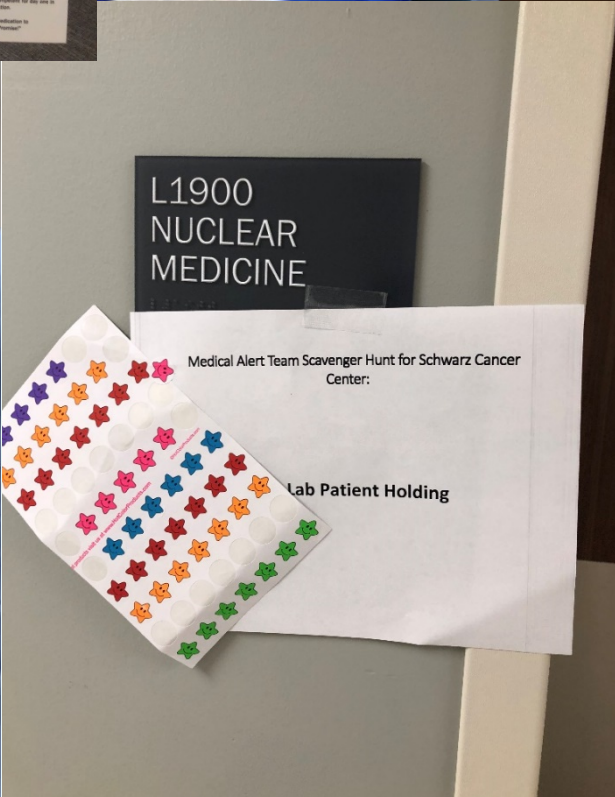
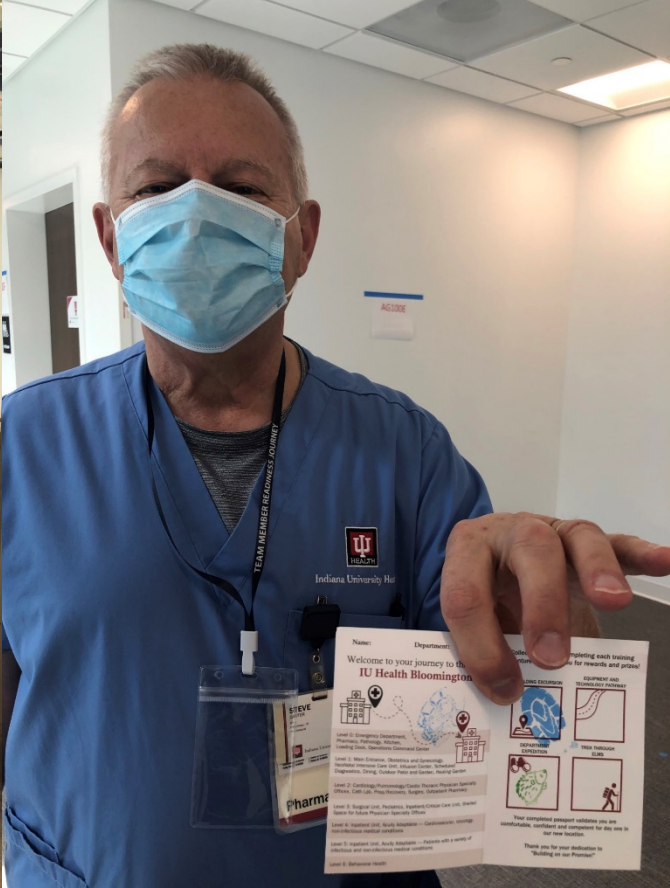


TREK THROUGH ELMS



Online Team Member Training

- Assignments beginning September 27.
- Contains key department workflows, key routes, and equipment/technology videos.
- Tracking will be completed via eLMS.



What is a 'Day in the Life' (DitL) and why are we doing it?



It is a scripted interdisciplinary, interactive event that runs scenarios representing daily events and patient journeys throughout the facility. It is a dress rehearsal of day 1 operations.



OBJECTIVES:

- **PRIORITIZE** patient and family experience at day 1
- **ENSURE** team member and building readiness
- **TEST** the equipment and technology are working as planned
- **VALIDATE** training effectiveness
- **UNCOVER** gaps and identify action plans prior to day 1
- **MANAGE** and prioritize issues for resolution prior to day 1



IU Health Bloomington Hospital at the Indiana University Regional Academic Health Center “A Day in the Life”

Date: 10/12/21 and 11/11/21 and 11/22/21

Thank you for your participation.
You are playing a crucial role in supporting successful day 1 operations!
We are very appreciative of you time & efforts.



Start Time	Agenda					
8:00 am	<ul style="list-style-type: none"> Welcome Leader Comments Review of Schedule Role Expectations and Command Center/ Event Support Structure 					
8:30 am	Break in Scenario Teams, Complete Introductions					
	Team Yellow	Team Green	Team Blue	Team Orange	Team White	Activity
8:45am	Rita Part 1 Regional command center/transfer ED to CCU	Ron IP to Endo (transporter, etc)	Ginny Part 1 Clinic visit to L&D Triage	Albus OP MRI w contrast	Hufflepuff Kitchen clean/dirty flows Facilities issue	10 Min- Brief 55 min- Run 10 min- Debrief
10:00 am	15 min Break					
10:15 am	Cedric Part 1 ED to Behavioral Health	Hermione Start in Surgery to PEDS	Ginny Part 2 L&D, c-section	Rita Part 2 CCU to cath lab to CCU	Hogwarts Express Dock EVS Waste Removal Process	10 Min- Brief 55 min- Run 10 min- Debrief
11:30 am	60 min Lunch Break					
12:30 pm	Luna ED Child CT (concussion)	Neville Part 1 Scheduled total joint, PAT, preop	Ginny Part 3 – Baby NICU	Cedric Part 2 Behavioral Health Family visit and discharge	Rita Part 3 Codes, flow of body	10 Min- Brief 55 min- Run 10 min- Debrief
1:45 pm	15 min Break					
2:00	Harry Cardiac Visit to Med Obs	Neville Part 2 Surgery, recovery, discharge	Ginny Part 4 Mom-baby, lactation, discharge	James Pre-infusion labs and next day infusion	SC/EVS breakout from hogwarts	10 Min- Brief 55 min- Run 10 min- Debrief
3:15	Event Debrief and Insights					
3:45	Dismissal of Group, Leadership Report Out					

Post Go-Live Stabilization



Our Next Steps?

- *Scoping & scaling on each project in portfolio*
- *Spread knowledge across internal team*
- *Continuous refinement of process*
- *Formalize outcomes data for research & publication.*

Q&A

Those concerned with the design of space & buildings tend to forget that it is not the design but the experience one has in the space that holds the lasting impression.

C. Alexander 1979



How can you apply this tomorrow?

- *Adopt/grow in Lean thinking*
- *Continuously look to guiding principles*
 - Form follows function
- *Start early in life of project*
- *Reserve the right to get smarter each day*
- *Involve/include others consistently*
 - >>>Coordinate, communicate, collaborate!



23RD LCI CONGRESS
OCTOBER 19-22



In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

Contact Us

Loretta Sherwood

Indiana University Health

lsherwood@iuhealth.org

Mark McLean

Indiana University Health

mmclean@iuhealth.org



23RD LCI CONGRESS
OCTOBER 19-22

Thank you for attending this presentation. Enjoy the rest of the 23rd Annual LCI Congress!