

# HOW TO BUILD DISCOVERY INTO HOSPITAL DESIGN

Not every hospital or medical practice can spend thousands of dollars on mockups and simulations ahead of a building renovation or move. But the team designing the Pavilion had these tips for scaling down their innovative techniques:



**ASK FOR OPINIONS:** Ask people whose jobs will be impacted by the design change to give their input—and they'll be more likely to accept the outcome, said Cindy Morgan, Penn Medicine's vice president for learning and organizational development. "It's going to make that Day 1 a lot easier," she said, "even though change is really hard."



**BRING THE TEAM TOGETHER:** Talk to your multidisciplinary team all together about what works for them, as you might get different answers in isolation, said Chris Bormann, director of health for the design firm HDR. Also, bringing everyone together at once can reveal more innovative ideas for sharing a space, or expose bottlenecks, redundancy, and waste. "We train as teams, we perform as teams," Bormann said.



**SCALE DOWN:** Not every mockup has to be built with 30,000 square feet of foam, said Chris Klock, a Penn Medicine performance improvement consultant. Try using tape on the floor to represent the width of a doorway, and to ensure important equipment will fit through, he said. Or use a blueprint to run through simulation scenarios.



**MAKE IT REAL:** Any simulations you do should be as realistic as possible, said Stephen Greulich, senior project manager for the Pavilion. "The more you can make it like real life," he said, "the more people are going to act like it's real life."



**CHALLENGE THE DESIGN:** Remember, no design has to be the final plan, Klock said, especially if it's not working.