



to CREATE a  
PATIENT-friendly  
cancer center, see the  
**ISSUES**  
from a new  
perspective



Richard Bloch

Co-founder, H&R Block

**SURVIVOR**

"terminal" lung cancer

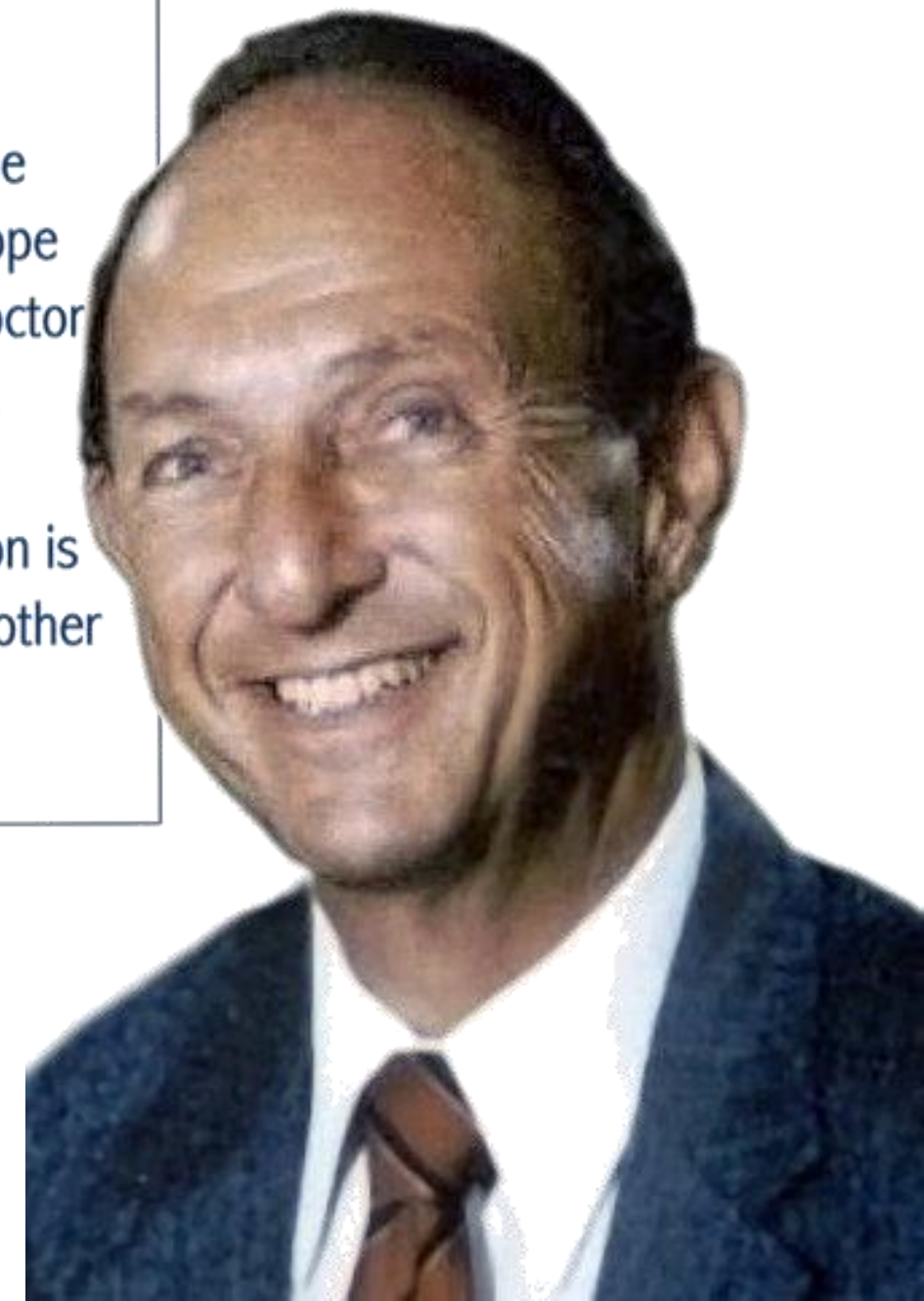
and founder of the

R.A. Bloch Cancer Foundation

“There is no such thing as false hope for a cancer patient. Hope is as unique with each individual as a fingerprint. For some it is the hope to make a complete recovery.

But it might also be the hope to die peacefully; the hope to live until a specific event happens; the hope to live with the disease; the hope to have their doctor with them when needed; the hope to enjoy today.

Just as each case of cancer is unique; each person is different. Each individual has the right to be told other options and then decide for themselves.”



## BACKGROUND

*“It is difficult to say what is impossible, for the dream of yesterday is the hope of today and the reality of tomorrow.” -- Robert H. Goddard*

### 1-2 Construction of LIN ACC Vault / Healthcare Experience

SSOE brings to Genesys Hurley Cancer Institute a team that has designed four consecutive Linear Accelerator vaults, two of those as part of a freestanding outpatient center.

#### William Beaumont Hospital -- Troy

- Construction of a vault in an existing courtyard to house a new linear accelerator and control room and the renovation / expansion of the existing Radiation Oncology Department.

#### Oakwood Hospital and Health System

- Renovation of an existing linear accelerator suite to house new equipment.

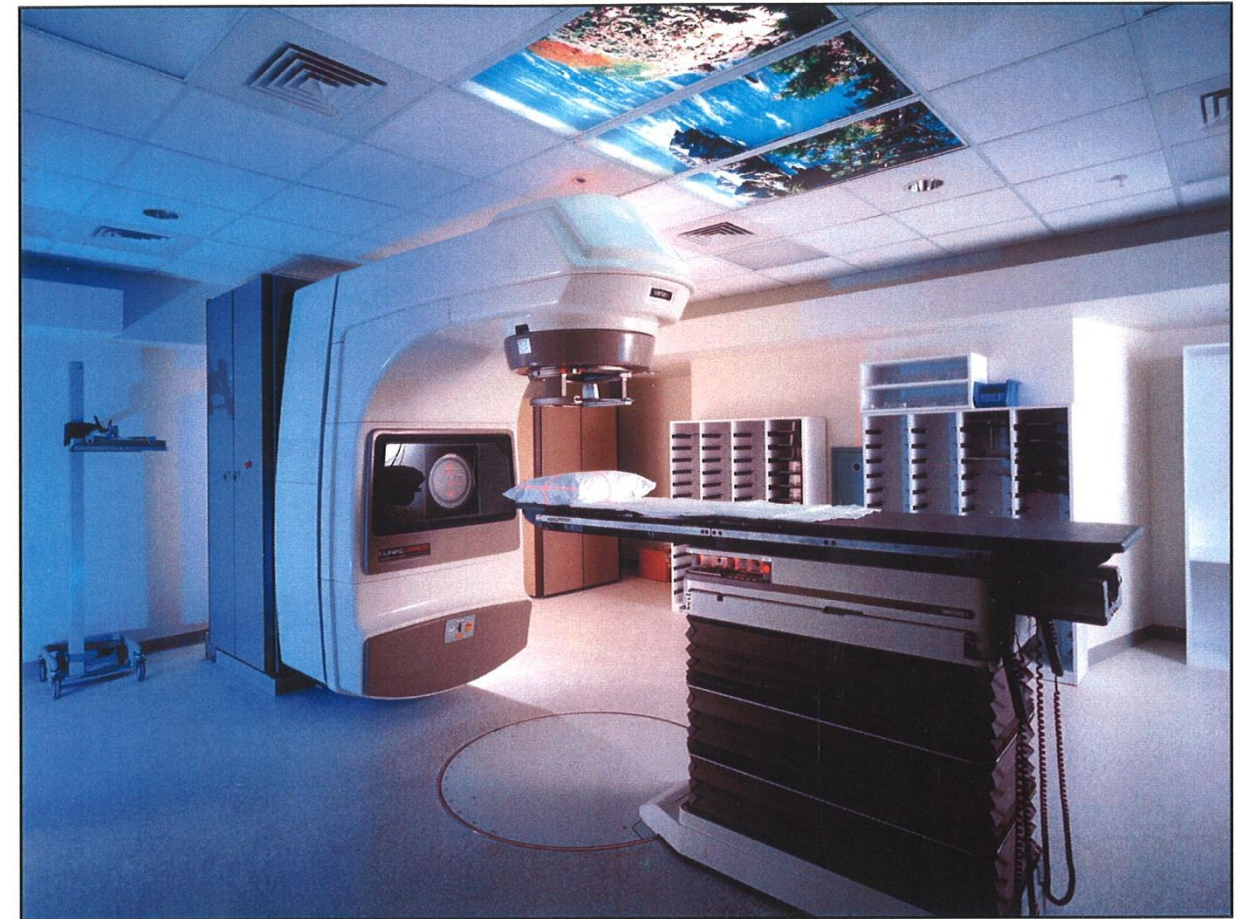
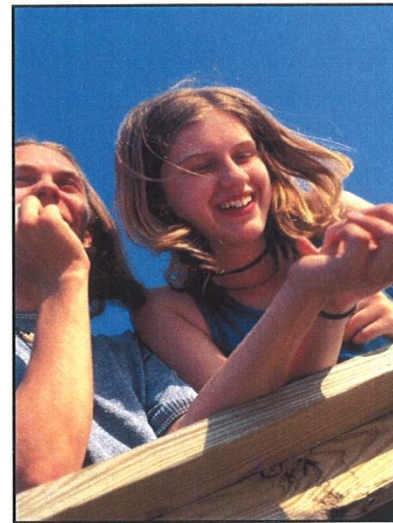
#### Saginaw Radiation Oncology Center

- Design of a new freestanding outpatient treatment center for the cooperative joint venture between Covenant Healthcare, Bay Medical Center and MidMichigan Health. The 12,124 sf center houses a Varian Clinac 2100 Linear Accelerator, a Ximatron Simulator and a sophisticated 3-D conformal treatment planning system. Designed to expand for a second linear accelerator.

#### Karmanos Cancer Center

- Design of a new 15,900 sf cancer center as part of a new freestanding outpatient center. The facility houses nine infusion stations and a Clinac 2100 linear accelerator. It was designed to allow a second linear accelerator. Comprehensive cancer care is provided at this site bringing radiation oncology, medical oncology and surgery together for the benefit of patient care in an outpatient setting.

In addition to the above projects, team members have been instrumental in the programming / design of numerous radiation oncology projects for Henry Ford Health System.



## BACKGROUND

### 3 Talent and Time

One of the most critical elements in determining the success of the Genesys Hurley Cancer Center is the staff assigned to the project from your chosen design team. The experience, expertise and availability of your selected Architect / Engineer's staff will be integral to the project's overall success.

SSOE has completed an honest assessment of our current and projected workload. **We have the expertise and talent available to devote to this project.** We are in design development for the linear accelerator vault and expansion / renovation for William Beaumont Hospital -- Troy. This same team completed three consecutive oncology projects prior to the current project. **Team synergy is in place and ready to work for the Genesys Hurley Cancer Institute.**

Moreover, we commit to you that we will not substitute key staff for reasons within our control on the Cancer Center. Team continuity is important to this project, the Institute and ultimately your patients.



### 4 Interest in the Project

SSOE is anxious to work with the Genesys Hurley Cancer Institute in creating a new level of comprehensive cancer care for the patients you serve. We pledge our most valuable assets to your program -- that is, those individuals best matched and talented to serve your needs, along with their personnel commitment to make this project a success. The Genesys Hurley Cancer Institute has worked hard to create the vision for the Cancer Center -- SSOE pledges the same level of dedication and hard work to help you realize this vision.

### 5 Design Philosophy

SSOE is committed to **incorporating cost-effective design elements into the Genesys Hurley Cancer Center that will reinforce a patient's strength to cope with the disease.** While our design changes with every project, our overall philosophy follows the principal that physical space can affect a patient's emotional and mental state. Our facilities are **designed to soothe a patient's mind during treatment**, thereby restoring their vitality and improving their emotional well-being. We firmly believe that we can de-institutionalize the look and feel of our spaces while reinforcing the image of state-of-the-art care.

Simple design elements are often the most effective -- natural light, soft woods and windows can **promote a positive, uplifting environment for patients and their families.** Visuals play an important part in the healing process for cancer patients -- these visuals could include murals above linear accelerators, throughout corridors and inpatient and family waiting spaces, gardens, and water features. Circulation patterns can shield patients and families from imposing equipment and lead shields. Location of the LIN ACC vaults can serve to promote a more positive self-image and ease the stigma of cancer.

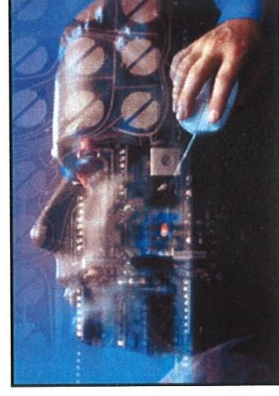
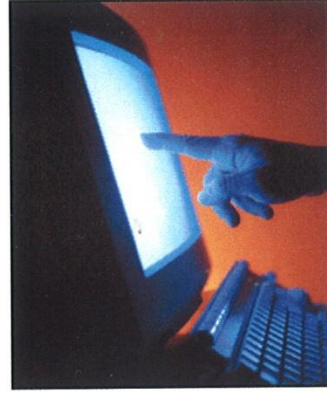
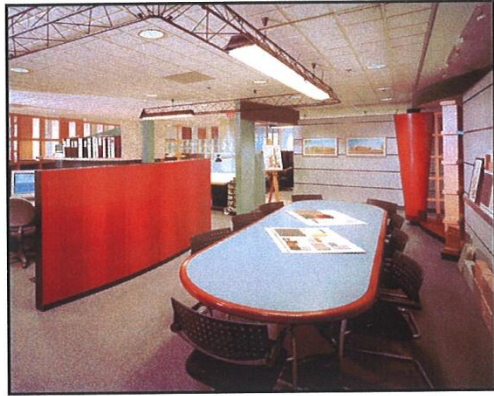
## *Our personal pledge and commitment!*



*[Handwritten signatures of team members]*

Martha Stamm-Dreier      Keith B. Elliott      Lee Wick

## WORK STYLE



*“There is a common misconception that cancer affects only the survivor. That is not true. It affects everyone they know: their immediate family members, relatives, co-workers and even the professionals who help and support them.”*

*-- Andrea Leonard, Co-author of “Essential Exercises for Breast Cancer Survivors,” due out in October 2000*

### 6 Approach

The cornerstone of SSOE's project approach is communication. “Communication” is not a buzzword at SSOE; it is the fundamental principal upon which we build our success. Through constant, constructive communication with internal and external team members, we build a foundation of trust, respect, and commitment.

We believe that every client and every project is unique. Our project management process is also unique in that it **promotes a flexible, responsive design process**. Our approach to design turns each challenge into an opportunity – an opportunity to create solutions that build upon the Genesys and Hurley reputation for quality patient care in warm, nurturing environments while responding to new strategic directions and operational procedures. Our willingness and ability to work in concert with the Genesys Hurley Cancer Institute will enable you to make value-based decisions.

Through a combination of experience, expertise, innovation, creativity and a thorough knowledge of best practices in healthcare delivery, the entire team will be instrumental in designing a facility that enhances Genesys Hurley Cancer Institute's reputation for care.

### 7-8 Information / Decision-Making

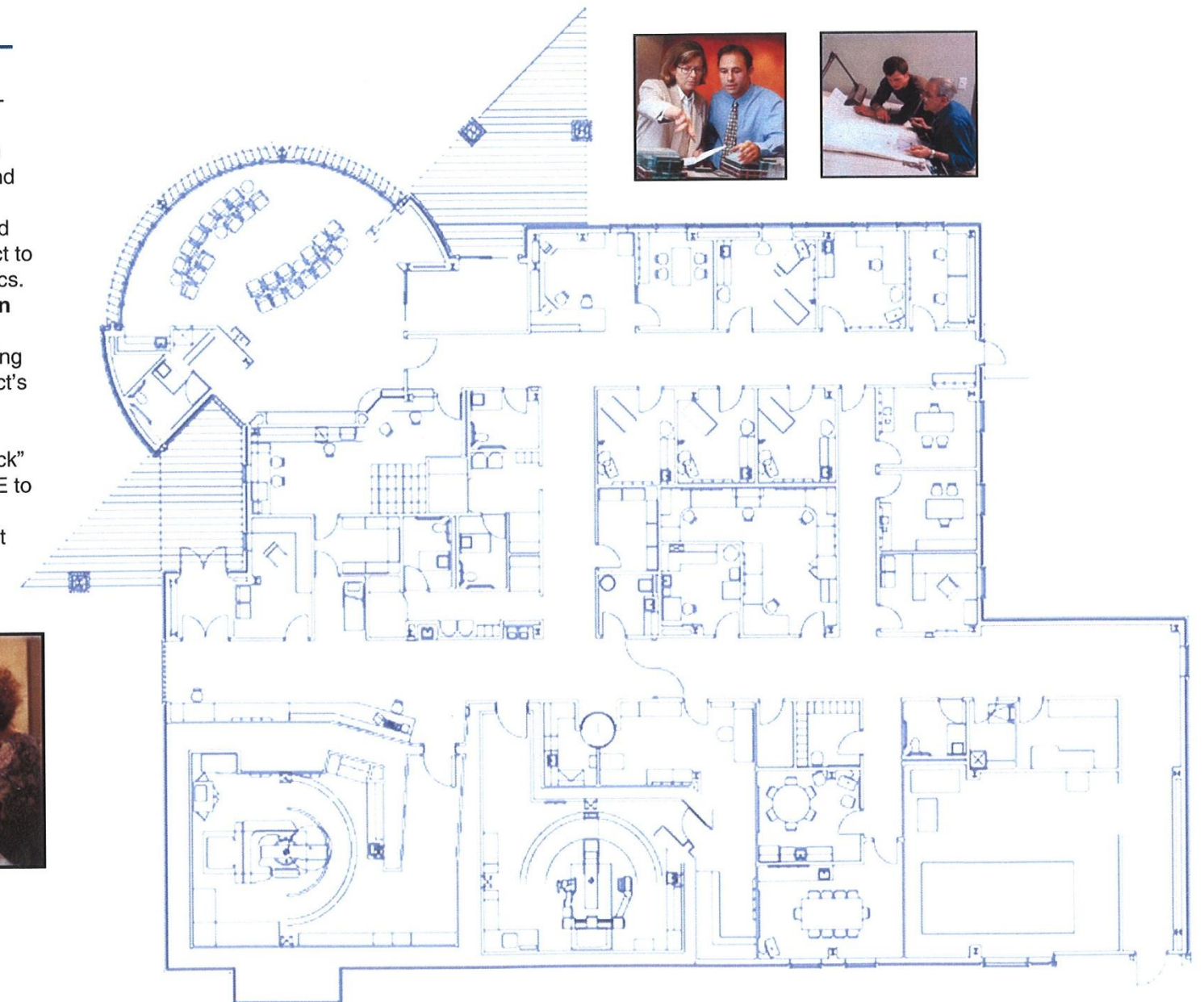
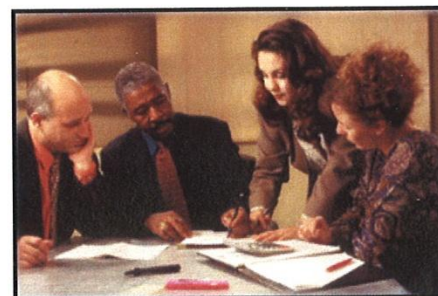
SSOE will facilitate a one-day work session at project kick-off. This work session should **include the project stakeholders**: representatives from Genesys, Hurley, SSOE and the selected equipment supplier. The work session will promote team understanding and support of project goals, identify critical concerns, and **establish the framework for decision-making**.

Chris Dow, our Project Manager, will lead this work session. We believe his interaction with the stakeholders will promote team synergy throughout the project. This synergy will enable the team to be in control of decisions at the earliest stages of the project. At the end of this session, team members will have a clear direction for the project and consensus on overall priorities.

One of the entire team's first tasks will be to define the **appropriate balance between scope, quality, cost and schedule**. Recognizing that the Center needs to **expedite operation of the new Linear Accelerator**, we suggest that the team analyze phased occupancy. The new Linear Accelerator suite could be treated as a separate bid-pack, enabling GHCC to decommission one Linear Accelerator at Hurley with consolidated services at the Center.

SSOE's team will begin an immediate “fast-attack” review of the program documents, M/E system evaluation, and site circulation and access analysis. Your schedule requirements dictate a condensed schedule, particularly with respect to program validation and schematics. **Our planning team will focus on identifying “gaps”** in the initial planning and immediately resolving issues that may impact the project's balance.

The Work Session and “fast-attack” program review will enable SSOE to develop a more complete set of schematics that accurately reflect the Center's priorities.

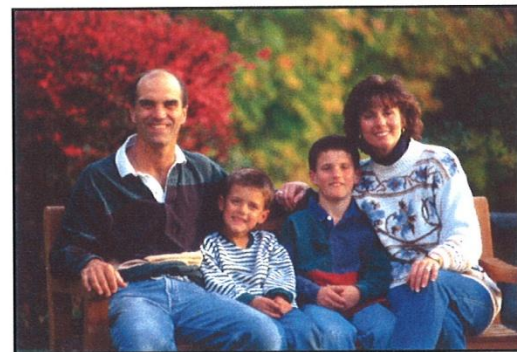
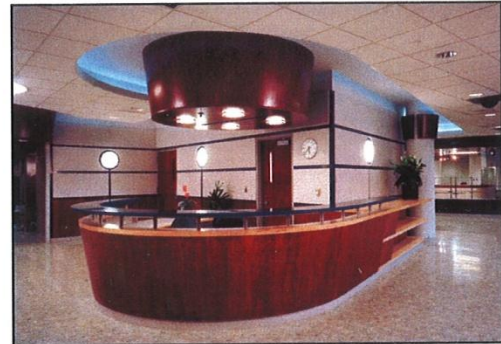


## WORK STYLE

### 9 Insight

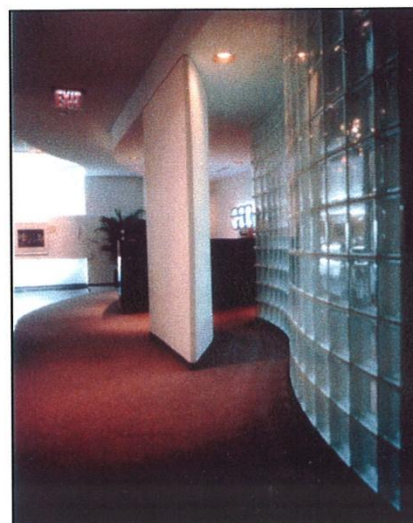
SSOE believes the Genesys Hurley Cancer Center faces several unique issues and opportunities. Among them are:

- Creating a unique image for the Center that accurately reflects the images and identities of Genesys and Hurley while creating a new image for itself.
- Developing a patient and process-friendly atmosphere.
- Developing a truly Comprehensive Outpatient Cancer Center.
- Simplifying wayfinding to and throughout the Center.
- Locating ancillary services up-front and making them easily identifiable.
- Creating an environment that is both soothing and uplifting for patients and their families.
- Incorporating appropriate complementary therapies into the Center.
- Promoting patient and family support groups in formal and informal gathering spaces.
- Creating a new, welcoming front entrance to the Center. This may include adjusting the grade around the site to change the existing basement level to ground level.
- Improving operational procedures, including the current crowding in the central control room serving the two existing linear accelerators.
- Incorporating HIPA standards / requirements into design.



- Minimizing disruption to patients during construction; communication with patients before and during construction will promote their sense of control.
- Accelerating design and construction to fast-track operation of the new linear accelerator.
- Accelerating overall design and construction to meet the February 2002 demolition of the existing Administration building.

SSOE is anxious to work with Genesys Hurley Cancer Institute to develop a new beginning for the Center.

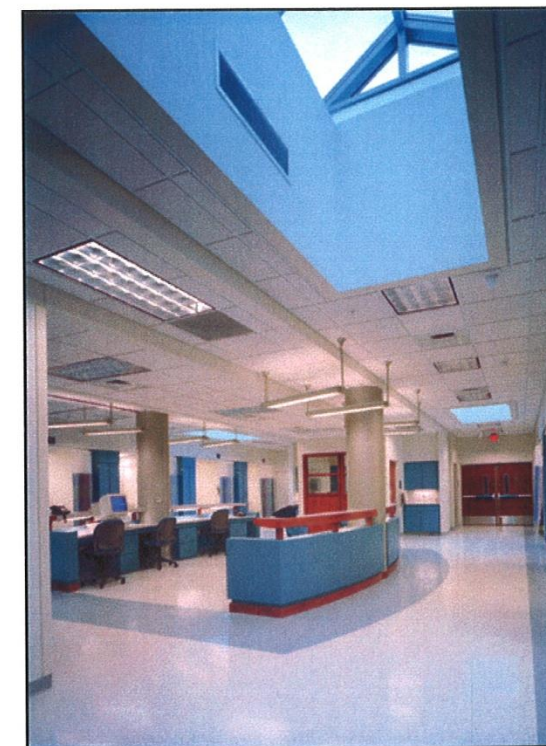


### 10 Interface Structure

As Project Manager, Chris Dow will deal with Dr. Weller-Ferris directly throughout the design process. During program verification, Chris and Keith Elliott will interact with numerous users and administrators to fine-tune the program and begin schematic design.

### 11 Architect Selection

SSOE has selected our lead architects, Mike St. Germain and Martha Stack-Dreier, based on experience and expertise in overall healthcare design and LIN ACC vaults, respectively. We propose that the LIN ACC vault be designed as a separate bid pack allowing early operation of the linear accelerator; therefore, we propose "dual track" lead architects, each focusing on their area of expertise.



### 12 Design Process

The design process includes several steps:

- Program Development (completed by Superior / Chi Consultants).
- Program Confirmation -- includes a review of the basic program and refinement as necessary.
- Schematic Design -- formulates the basic design; establishes scope, scale, image and sets firm cost model.
- Design Narrative -- creates written record of overall design elements.
- Design Development -- develops all the building elements to fully define what the building is.
- Construction Documents -- fully documents the team decisions; ensures constructability.
- Construction -- design refinement; modifies certain design elements to respond to unknown conditions and field construction issues.

These steps will ensure proper review and input from the Administrative Steering Committee and user groups.

To expedite design and construction, the team may elect to develop separate bid packages (for example, fast-track design and construction of the new LIN ACC vault and control room), but the overall process follows these fundamental steps.

# CHANGE ORDERS

## 23 Change Orders

Changes are best managed by early selection of the entire project team, and by establishment of the project program, schedule and cost model. Change control is best accomplished by effective communication through weekly project team meetings and documentation.

Chris Dow, our Project Manager, is our cost control team leader. He will work closely with internal and external team members to **evaluate potential changes in terms of schedule, quality, and cost impact before they are implemented.**

Appropriate documentation will be prepared to analyze and adjust funding, design and construction contracts, and construction documents. Changes during design will be documented in meeting notes and drawings. During bidding or construction, changes will be documented by addenda, bulletin, or field order, and later formalized by change order.

SSOE utilizes a Project Change Order (PCO) form for fee adjustments. The change is described, and additional fees are estimated.

## 24 Changes and Fees

If the scope of the project increases (or decreases), this is often reflected in a request for additional services. No one can possibly predict all issues that may arise during the development of a project. In order to keep fees competitive, they are based upon a defined scope of project, list of deliverables and also number of meetings, etc. In order to provide "all-inclusive" fee arrangements, contingencies must be built-in, which may or may not be needed.

We always seek prior authorization for any valid change request, and document this request in the form of a "Project Change Order" (PCO). We then review it in detail with the Owner's Representative. It notes the reason for the change, the impacted disciplines, estimate of hours or fee, and impact to the project schedule, if any.

If, through our error, a change in documentation or engineering is required, these fees are not charged to the client.

*"Hope is the companion of power, and mother of success; for who so hopes has within him the gift of miracles." -- Samuel Smiles*

