



Advancing
Best
Practices

Most
Advanced
Treatments

Health for
a Better
World

Culture of
Wellness

Whole
Person
Care

Compassion
and
Humanity

Convenient,
Accessible,
Affordable

Redesigning Healthcare One Patient at a Time

Presentation to
Providence Health & Services

September 6, 2022

Trinity:NAC

Trinity:NAC's Healthcare Leadership Team



Dan Kurtz
Principal-in-Charge



Jill Kurtz
Principal-in-Charge



Bob Gesing
National Practice Leader



Amy Wessel
Director of Strategy & Finance



Michael Pinto
Design Director



Jill Woods
Experiential Planning & Design

Your Healthcare Team



Emily Ruiz



Adam Rouns



Heather Farrell



Darcy Durgan

TRINITY:NAC HEALTHCARE STUDIO

BY THE NUMBERS

20+

Years in Business
(Trinity Founded 1998)

100%

Dedicated to
Healthcare Design

43

Work Spans
Over 43 States

80%

of Work is with
Repeat Clients

25%

of Clients with 10+
Year Relationship

2,000+

Healthcare Engagements with
200 of the Leading Institutions
Across the Country

\$6B+

Construction Value of Projects

50+

Staff Dedicated to
Healthcare

4

Offices located in
Columbus, Los Angeles,
Seattle and Spokane

2,000+ ENGAGEMENTS IN ALL CARE SPACES

INCLUDING MORE THAN:

200	Clinics	100	Elder Care
185	Acute Care	99	Orthopedics
180	Ambulatory Centers / MOBs	90	Ambulatory Surgery
175	Diagnostic Imaging	90	Pharmacies
150	Emergency Centers	80	Critical Access / Rural Hospitals
140	Surgery Centers	75	Cancer Centers
130	Clinical Laboratories	60	Women's Centers
125	Master Plans	55	Pediatrics
115	Critical Care	30	New Community Health Campuses

The Trinity:NAC Approach

Taking lessons learned from the retail sector, healthcare can learn how to design solutions to the specific needs of each market segment and by service offering



STRATEGIC PLANNING

- Market Saturation Assessment
- Future Demand Forecasting
- Bed Demand Analysis
- Ambulatory Network Development
- Physician Demand Analysis
- Best Practices Assessment



FINANCIAL PLANNING

- Capital Budget Estimating
- Program Pro Forma Development
- Capital Allocation Modeling
- ROI & Net Contribution Analysis
- Economic Impact Analyses



OPERATIONAL PLANNING

- Operational Analysis
- Capacity Analysis
- Clinical Services Utilization Analysis
- Bed Allocation Analysis
- Process of Care Planning
- Facility Optimization
- Lean Process Analysis



MASTER PLANNING

- Campus Master Planning
- Capital Development Planning
- Parking Analysis
- Facility Master Planning
- Site Analysis & Assessment
- Site Development & Land Utilization



ARCHITECTURE

- Feasibility Study
- Programming
- Medical Planning
- Facility Assessment
- Design Criteria Validation
- Sustainable Design



INTERIOR DESIGN

- Experiential Design
- Space Planning
- Materials Selection
- Furniture Planning & Selection
- Accessories & Artwork
- Wayfinding
- Standards Development

Institutions Our Team Members Have Worked With

 Baylor Scott & White HEALTH	 MAYO CLINIC	 OhioHealth	 Sutter Health
 BJC HealthCare	 MedStar Health	 THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER	 TGH Tampa General Hospital
 Children's Hospital of Philadelphia	 Mercy	 OSF HEALTHCARE	 Texas Children's Hospital
 Cleveland Clinic	 Mount Sinai MEDICAL CENTER	 PeaceHealth	 Trinity Health
 JOHNS HOPKINS MEDICINE	 MultiCare	 Penn UNIVERSITY OF PENNSYLVANIA	 AT THE FOREFRONT UChicago Medicine
 KAISER PERMANENTE	 NATIONWIDE CHILDREN'S	 Piedmont HEALTHCARE	 UPMC LIFE CHANGING MEDICINE
 Kootenai Health	 NewYork-Presbyterian The University Hospital of Columbia and Cornell	 PRISMA HEALTH	 UW Health University of Wisconsin Hospital and Clinics
 LEGACY HEALTH	 NJHCFFA NEW JERSEY HEALTH CARE FACILITIES FINANCING AUTHORITY	 SSM Health	 VA HEALTH CARE Defining EXCELLENCE in the 21st Century

Does the Design Deliver?



- Do our patients feel compassion and humanity in our spaces?
- Is the environment inclusive?
- Will it support a culture of wellness?

**ENRICHING
LIVES**



- Will our staff find our workspaces effective, healthy, safe and ready for the future?
- Does the design enhance our mission to improve outcomes and put compassion and humanity at the heart of every transaction?
- Did we reduce operational expenses?

**ENHANCING
VALUE**



- Are we building a more sustainable and equitable future for current and future generations?
- Will these spaces support the most advanced treatments?
- What is the impact on our community?

**ENSURING
FUTURES**



1
Consumers



4
Staff
Environments



7
Future-
Ready



2
Beyond
COVID



5
Workforce
Challenges



8
Full
Person Care



3
Health
Equity



6
Healthier
Planet




9
Collaboration




1

A one-size-fits-all approach to healthcare design, delivery, and operations does not work.

Health for a Better World Builds Self-Sufficient Communities That Thrive




TOM
White Male
Late 60s
Farmer



MARIA
Black Female
Late 40s
Data Center
Technician



EMILY
White Female
Mid 30s
Social Worker &
Mom of 3



DAVE
Hispanic Male
20s
Shop Technician



MARY **AGE:** 81 **GENDER:** Female **LOCATION:** 98036
MEDICAL HISTORY: Rheumatoid Arthritis, CHF, Breast Cancer Survivor
PAYER: Medicare / Co-Insurance

THREE THINGS I VALUE THE MOST

- Confidence in the Provider's Expertise
- Diagnostics are Reviewed with Me
- My Provider Knows & Cares About Me

3

THREE THINGS I VALUE THE LEAST

- Extended Hours
- My Mental Health Needs Considered
- Reasonable Wait Time

THINGS THAT WILL MOST LIKELY MOTIVATE ME TO MOVE TO A NEW PRIMARY CARE PROVIDER

- I will have no out-of-pocket costs
- PCP makes sure I understand illness & treatment plan
- PCP guarantees I always see them at my appointment
- PCP shows respect & patience with patients & families
- PCP guarantees a wait time of less than 15 minutes

DID YOU KNOW ...



Prefer one provider coordinating my healthcare needs



My out-of-pocket expenses & premiums are important to me



I don't get around well & don't like to drive in traffic

HOW I FEEL ABOUT LOYALTY & REFERRALS

- I want my PCP to know my medical history and care about me as a person
- I am loyal to my PCP
- Travel distance is more important than following a referral or hospital affiliation

HOW I TALK TO MY PCP

EMAIL

PORTAL

PHONE

WHAT I'LL PAY MORE FOR

- I will pay more for healthcare services if my health improves
- I am less likely to pay more for receiving specific treatments
- I should not pay more for having my mental health needs considered as part of my care

MOST DESIRABLE / IMPORTANT THINGS TO ME OFFERED AS PART OF-DEMAND SERVICES



On-site diagnostics



In-network



Walk-in w/o appointment & seen in 30 minutes

LEAST DESIRABLE / IMPORTANT THINGS TO ME OFFERED AS PART OF-DEMAND SERVICES



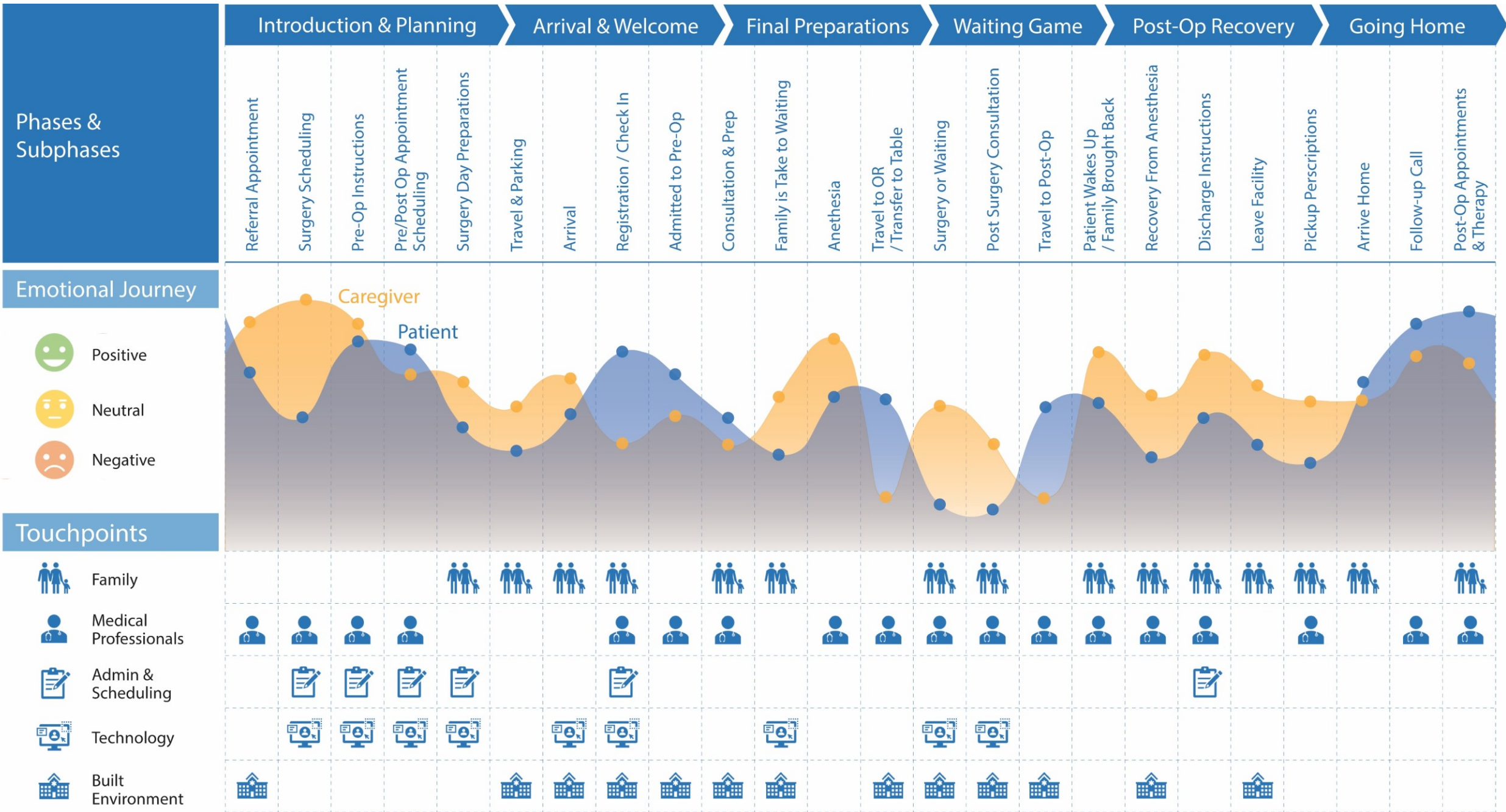
Stylish waiting area or decor



Affiliation with my hospital



Don't know prices until I get a bill



Kootenai Health East Expansion

Coeur d'Alene, Idaho

Patient rooms deliver an air of elegance and sophistication in a space that supports safety, encourages healing, offers a quiet respite and provides the conveniences of home.





2

Planning healthcare environments to be Covid-ready is not enough.

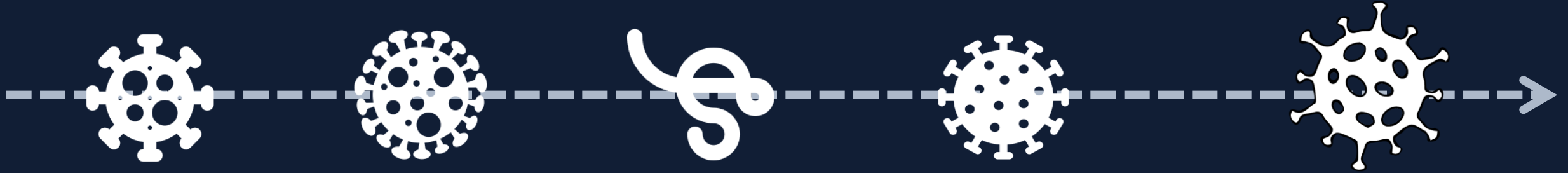
2002
SARS

2009
H1N1

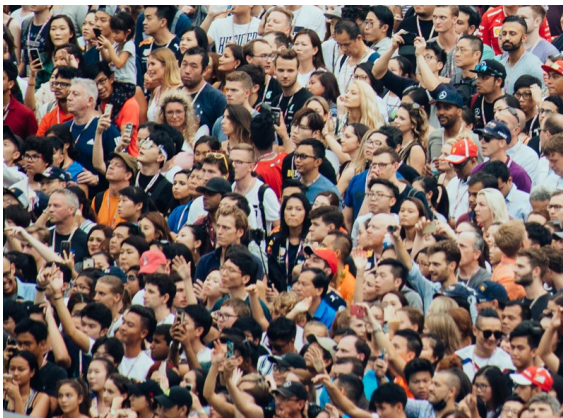
2014
EBOLA

2019
COVID-19

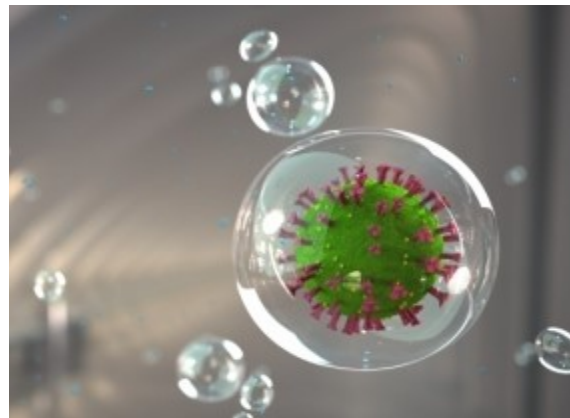
2022
CLADE I / CLADE II



Contact



Droplet



Airborne



The Trinity:NAC Approach

Facility planning needs to take a pan-pandemic approach to design for multiple transmission-based diseases, and natural and man-made disasters



Applying Lessons Learned From COVID

1

Socially Distanced & Contactless Care



2

Acuity Adaptable Inpatient Care



3

Patient Screening & Triage Centers



4

Surge Capacity in Nontraditional Care Areas



5

Expanded Use of Telehealth & Telemedicine



Infection Control & Separation of HVAC Infrastructure Systems

Point of Care Testing & Screening

Revised Hospital Ingress & Egress

Expanded Inventory Storage

Provider Accommodations

6

7

8

9

10

Toledo Clinic Karmanos Cancer Center

Maumee, Ohio

Designed as a calming start and end of the patient journey, the arrival gallery was also designed for controlled separation between patients, visitors and staff. The open space of the gallery is highly adaptable to assist with health screening and safe social distancing and can be subdivided or used as a triage area if there is a high risk of disease transmission.





3

Covid exposed
the inequities in
healthcare delivery.

38 out of 45

metro areas with populations over 1 million had vulnerable communities that were underserved by COVID testing sites



2.0x

increased risk of COVID death for Black Americans



2.3x

increased risk of COVID death for Hispanic Americans



2.4x

increased risk of COVID death for Native American and Alaska Natives



1.2x

increased risk of COVID death for rural Americans

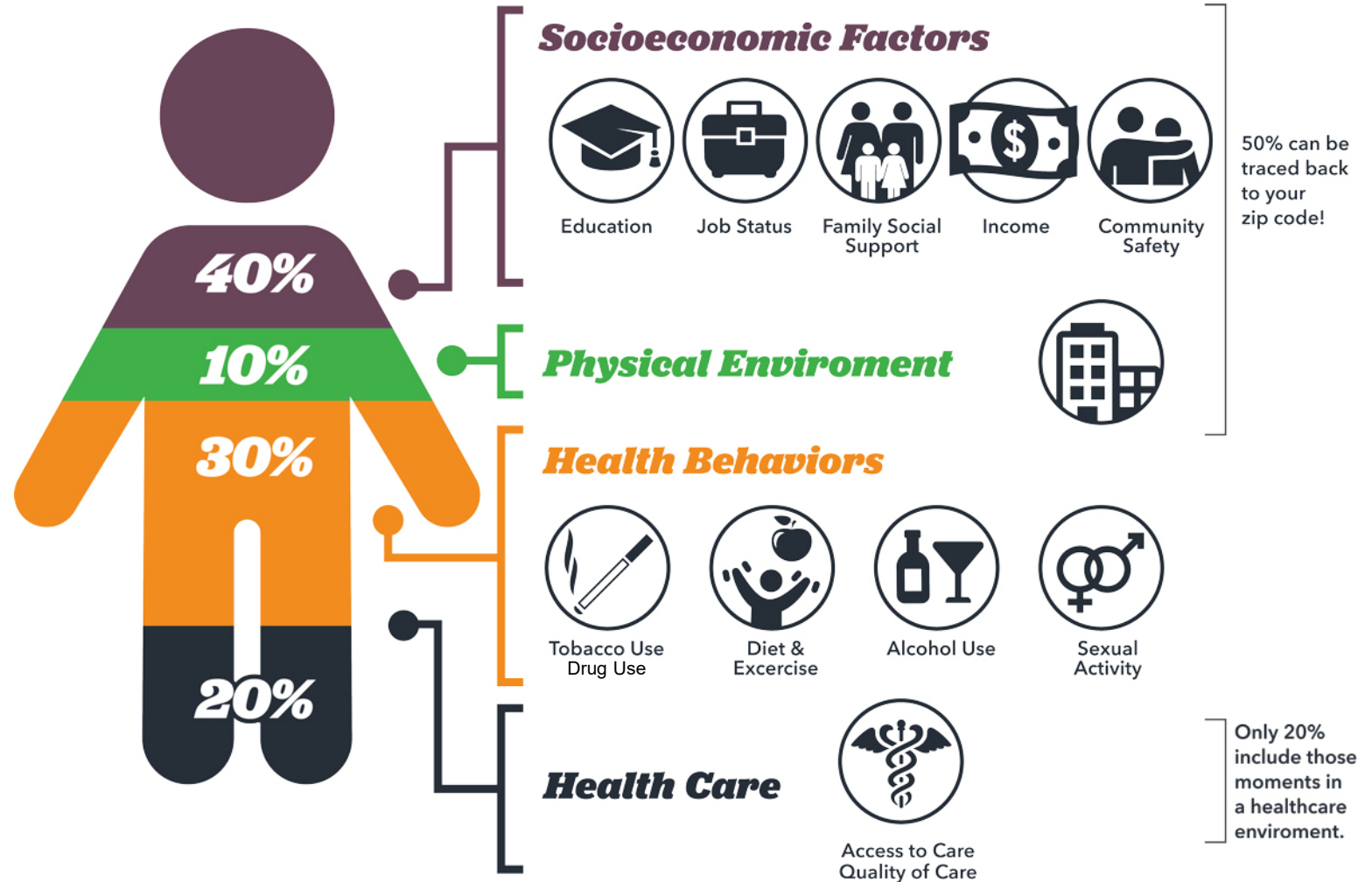


The Trinity:NAC Approach

Balancing design with the needs and wants of different demographics is critical to creating spaces that can impact people and places to address the realities of health disparities



80% of What Makes Up Someone's Health is Determined by What Happens Outside of the Hospital and Health Clinic



Hilda L. Solis Care First Village

Los Angeles, California

The Hilda L. Solis Care First Village provides interim housing for the vulnerable homeless population in Los Angeles. It serves as a safe space to address housing, mental and behavioral health and wellness, and employment.





4

Flexible environments don't work without the staffing to operate them.

Challenge: Shortages

University Hospitals in Cleveland, Ohio currently has 1000+ job openings for bedside nurses. Two of their hospitals closed due to staffing shortages

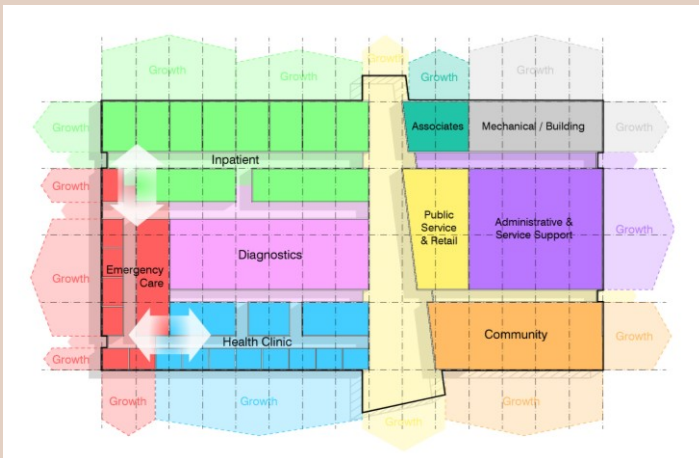


- Over 20% of all hospitals in the U.S. are reporting **CRITICAL** nurse shortages.
- The majority of U.S. hospitals report that nurses are currently resigning as fast as they are hiring new nurses.

Sistersville General Hospital

Sistersville, West Virginia

Sistersville's Critical Access Hospital is being designed for flexibility, allowing Inpatient, Emergency, and Clinic spaces to flex up or down into contiguous spaces based on need.





5

Workforce challenges cannot be solved with higher compensation and bonuses alone.

4

Generations of nurses currently in the healthcare workforce



- Labor costs are **41%** of a hospital's total operating costs
- Every travel nurse hired by a health system increases annual labor costs for that position by as much as **\$150K**

The Trinity:NAC Approach

Caregivers are the new consumer for health systems – they can choose when and where they work; we need to design solutions that increase satisfaction and wellness.



BOOMERS

**Ambitious,
Loyal,
Work-Centric**

Goal-Oriented

Value Expertise
Over All Else

Late Technology
Adopters

Dedicated,
Assigned
Environments,
Hierarchy



GEN X

**Entrepreneurial
Spirit**

Independent
Mindset

**Work-Life
Balance**

Late Technology
Adopters

Dedicated,
Assigned
Environments,
Hierarchy



MILLENNIAL

**Socially
Aware**

**Culture
Extremely
Important**

Seek
Team-Based
Collaboration

Late Technology
Adopters

Dedicated,
Assigned
Environments,
Hierarchy



GEN Z

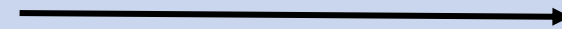
**Practical and
Have High
Expectations**

**Motivated By
Ensuring a
Secure Life
Out of Work**

**Seeking
Something
Outside of
Themselves**

Digital Natives

Shared Spaces,
Egalitarianism



PeaceHealth Ketchikan Medical Center

Ketchikan, Alaska

Caregiver Spaces

- Recharge and Refresh
- Connectivity to Nature
- Off Stage
- Variety
- Positive Distractions
- Recruit and Retain





6

The realities of climate change are altering the way we design for the health of our planet and people.

The healthcare sector is responsible for 8.5% of U.S. greenhouse gas (GHG) emissions; hospitals generate 1/3 of these emissions

SCOPES OF GREENHOUSE GAS EMISSIONS



SCOPE 1: DIRECT EMISSIONS

Emissions coming from a generator owned and used by the healthcare facility.



SCOPE 2: INDIRECT EMISSIONS

Emissions coming from electric, gas, and other utilities paid for by the facility.



SCOPE 3: ALL OTHER EMISSIONS

Emissions from manufacturing and shipping medical supplies to the facility and emissions from patients traveling to and from the facility.

The Trinity:NAC Approach

Design must be a leader in helping hospitals reduce their carbon footprint during both construction and operation.



Marietta Memorial Hospital Athens

Athens, Ohio

Solar panels will lower the utility costs, increase energy reliability, and promote a healthier planet for this rural hospital.





7

Learn from the present but focus on the future.

Creating Solutions for What is Today ... and Tomorrow



Virtual Medicine



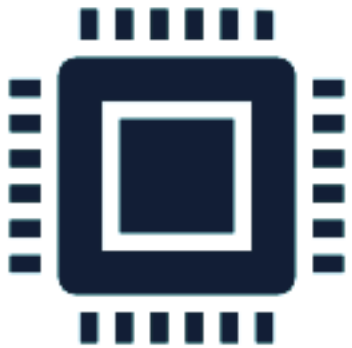
Concierge Medicine



Precision Medicine



Implantable Sensors



3D Bio-Printing



**Super SNFs
Enhanced ALs**



Hospital at Home



**Curve 2 Value
Based Care**

The Trinity:NAC Approach

Hospitals/health systems need to create more sustainable, future-ready care models that include on-site care delivery, IT integration/patient monitoring equipment, ambulatory access and remote/home care.



Piedmont Athens Regional Medical Center

Athens, Georgia

Patient rooms at Piedmont use a high-tech patient care environment that enhances comfort and quality of care while allowing caregivers to focus more personal attention on the patient.





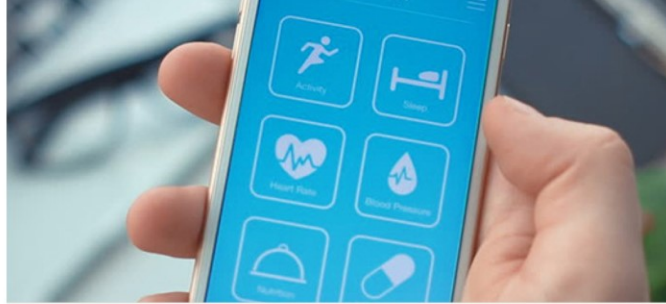
8

Preparing healthcare spaces for tomorrow is a holistic design challenge.



UNDERSTANDING A UNIQUE POPULATION

Trinity:NAC is invested in making a difference in the communities our clients serve. Every community has its own unique identity with unique challenges and opportunities. Understanding your community's needs enables you to further your impact.



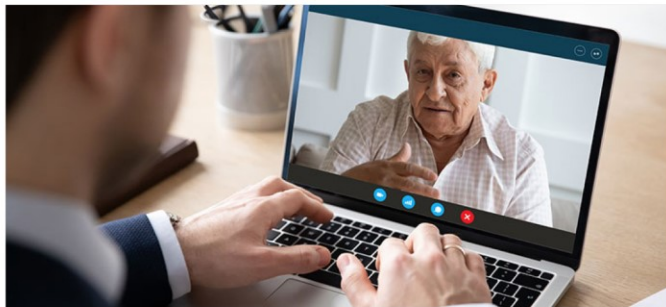
BEING HEALTHY AT HOME

From apps to robots and virtual reality to artificial intelligence, patients and providers are embracing the integration of technology into the care process and driving healthcare out of the hospital into the office, the home, or anywhere in between. Providers must make the experience seamless and adaptable to different environments to keep patients engaged.



PROVIDING A COMMUNITY DESTINATION

When your patients think of a healthcare campus, what do they think of? Long lines, long walks from the parking lot to navigating a confusing collection of long hallways? Long waits in uncomfortable chairs? White coat syndrome? Make your patients think of your campus as more than a place for healthcare – make it a place for community wellness.



DESIGNING A BETTER PATIENT JOURNEY

Prior to the pandemic, health systems spent many years and countless dollars trying to evolve and develop telemedicine with limited success. The pandemic forced healthcare to quickly pivot to a world of virtual care. But patient demands and expectations go beyond telehealth to focus on the entire healthcare journey, whether in-person or virtual.



DESIGNING BEYOND THE IMAGINATION

Our research team focuses on SDoH, the patient experience, and evolving care models and has developed numerous solutions that positively influence and improve the patient, family, and caregiver experience to meet today's high expectations. Many of these solutions are directly linked to improvements in safety and quality.

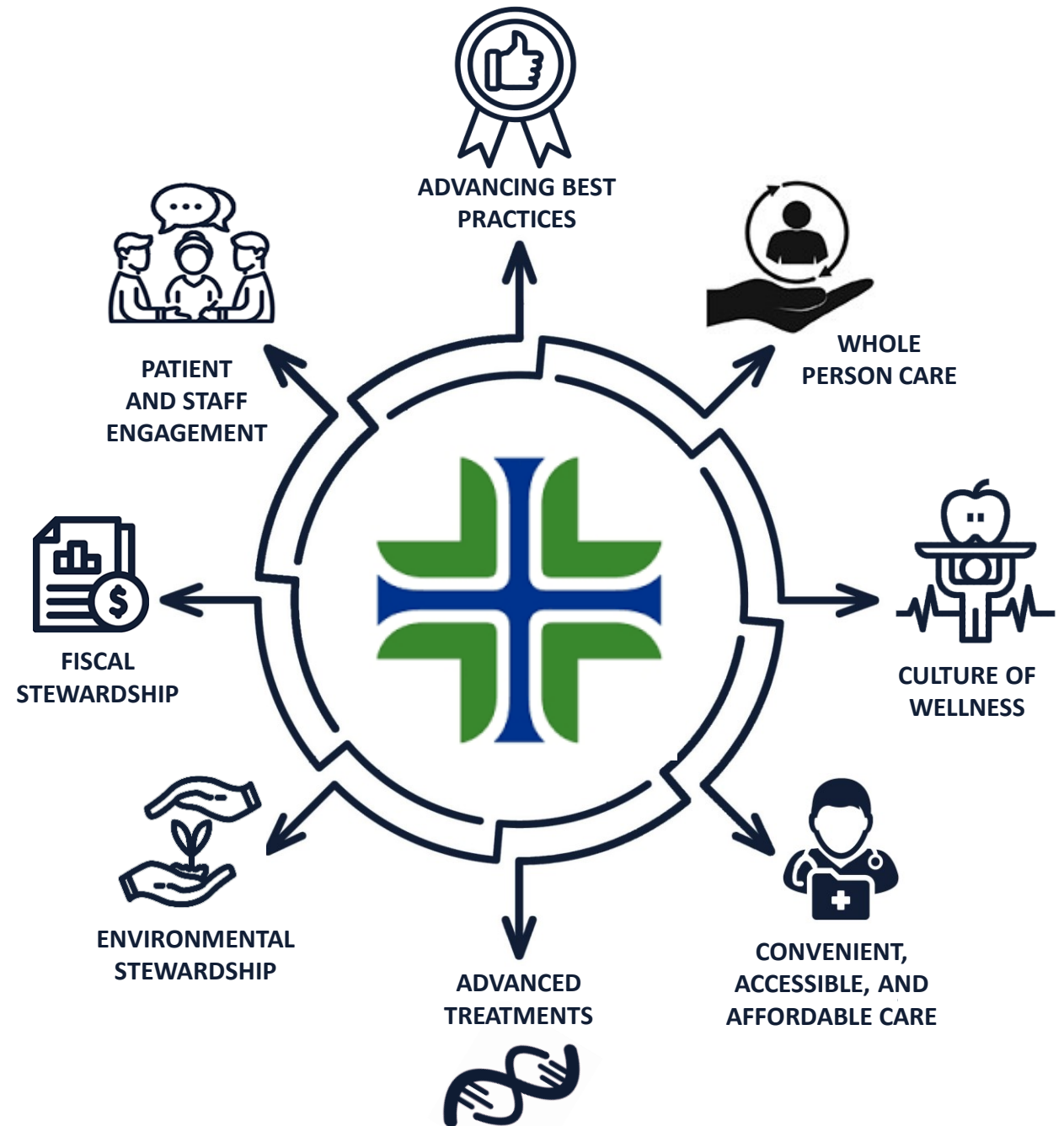


CARING FOR MORE THAN HEALTH

Until recently, healthcare systems have struggled with their role in addressing and supporting the psycho-social needs of their communities. High-risk populations place a tremendous strain on the healthcare system. But moral compasses and value-based reimbursement have united to make the Social Determinants of Health a significant priority.

The Trinity:NAC Approach

Design is not about the building; it is about visualizing how the strategy, operations, technology, patient, workforce experience, and built environments come together to create Health For A Better World.



Wayne HealthCare

Greenville, Ohio

This new facility promotes patient care through advanced technologies and streamlined workflows while integrating natural elements and wellness concepts into a healing destination.





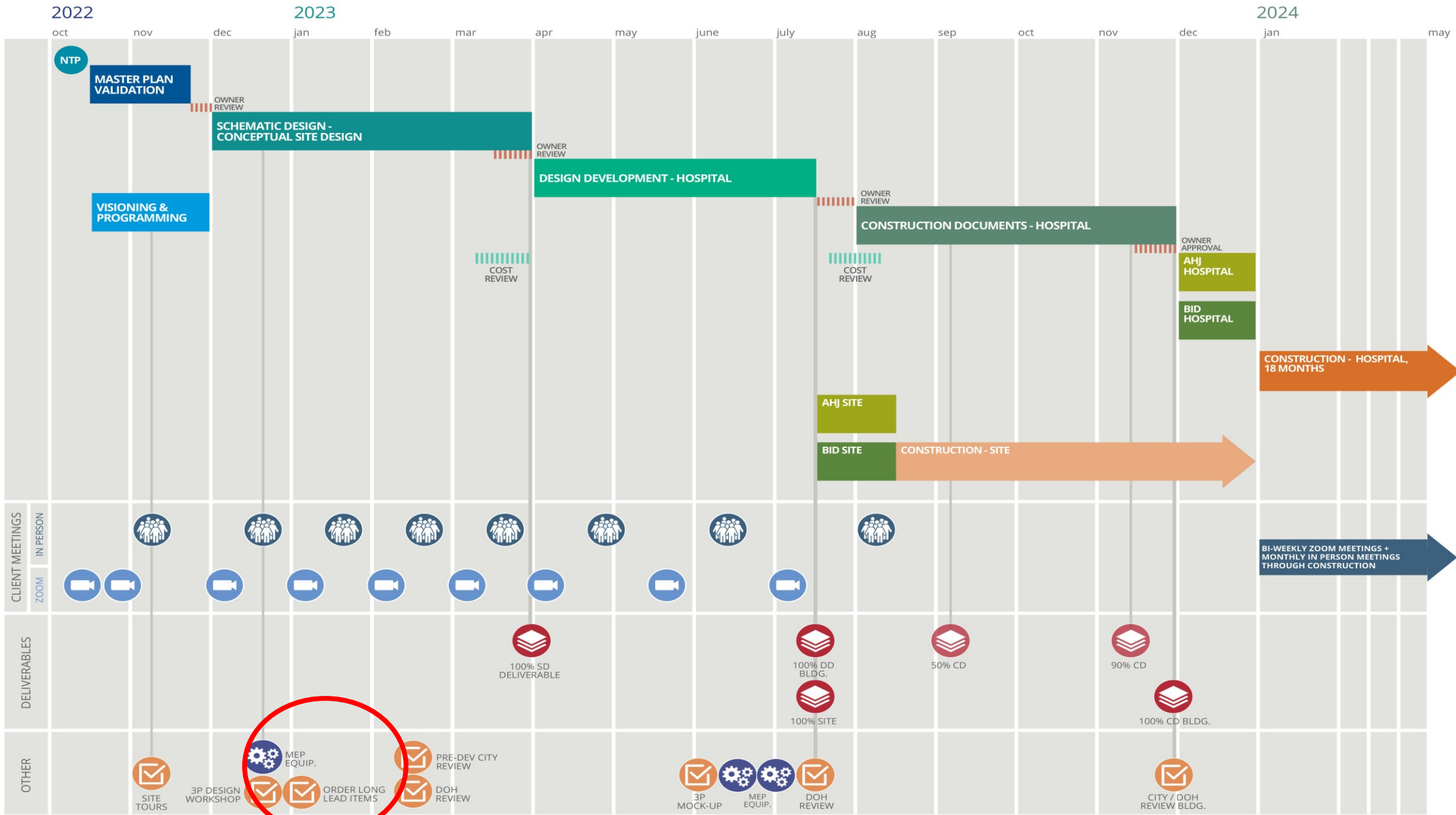
9

Surprises are meant for birthdays – NOT for construction.

Trinity:NAC Has Project Controls Dedicated to Minimize Schedule Delays, Revenue Loss and Construction Overruns

LONG-LEAD ITEM WATCH LIST

52–65 Weeks	Firestone, Carlisle, and John Manville Roofing materials, including Polyiso insulation and fasteners
49 Weeks	York custom and semi-custom air handling units
48–54 Weeks	Caterpillar and Cummins Emergency Generators
32–52 Weeks	Elevators
45 Weeks	GE Electrical distribution panels
42 Weeks	Johnson Controls air cooled chillers
42 Weeks	UPS equipment
38 Weeks	Glass curtain finish depending on coating
24-32 Weeks	Steel
27 Weeks	Armstrong flooring
24 Weeks	ASCO paralleling switchgear



The Trinity:NAC Approach

It starts and ends with collaboration:

- Journey management
- Team approach
- Open communication



Inland Northwest Behavioral Health

Spokane, Washington

Providing comprehensive inpatient and outpatient behavioral health services in a tranquil, thoughtfully-designed environment. Split into four units, one unit is reserved especially for adolescent patients.





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Questions?

Thank You.

Trinity:NAC