

BY DR. WAYNE RUGA

CARITAS PROJECT

'A Place to Flourish'

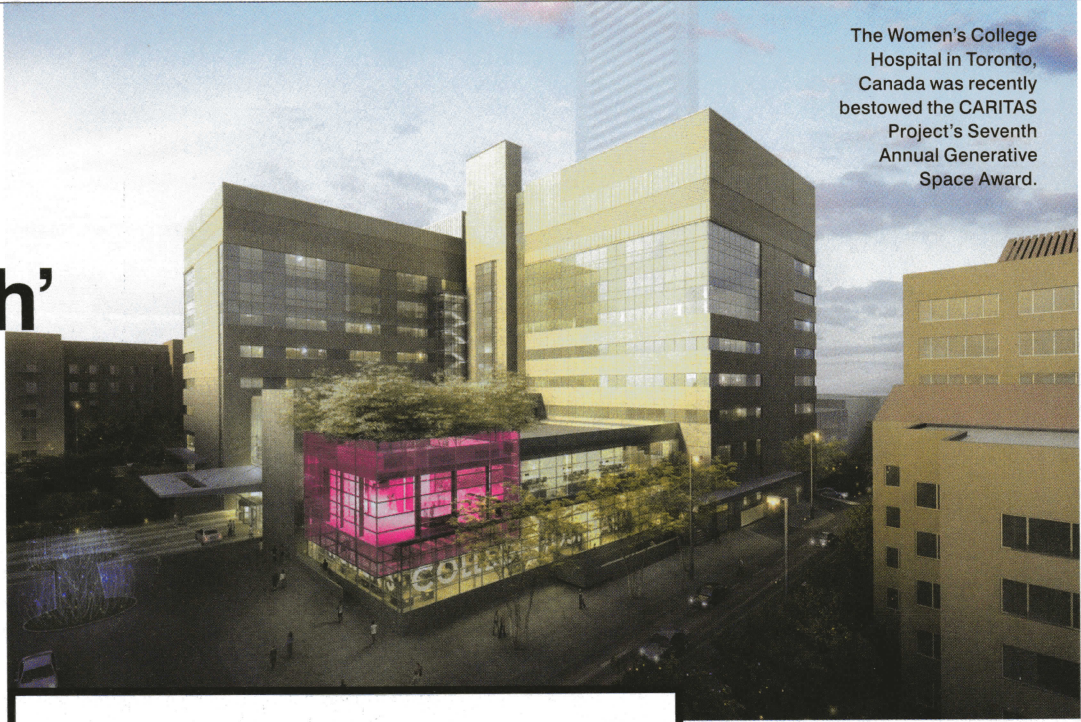
2016 Generative Space programs, awards

Imagine the possibility to design a healthcare organization as a place to flourish.

This is precisely what The CARITAS Project — or TCP — tried to imagine as it embarked upon a three-year-long pilot research project to explore this question. A place to flourish is, by its nature, a more caring place — a place where vitality is accessed and released and usual levels of performance are exceeded.

In 2003, upon completing this original research with encouragingly favorable findings, TCP initiated the Leading by Design research project to field-test these findings at a larger scale, with diverse stakeholders, around the globe. Also in 2003, TCP defined and developed the concept of Generative Space as the method to achieve the design of more caring environments for health and healthcare.

Today there are nine active participants in the LBD research project, representing five professional disciplines and five countries. As each participant learns and practices how to: 1)



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Generative Space Defined A place — both physical and social — where the experience of the participants in that place is one that both fulfills the functional requirements of that place and it also materially improves the health, healthcare and/or quality of life for those participating in that experience in a manner that they can each articulate in their own terms. Additionally, and by its very nature, a generative space is a place that progressively and tangibly improves over time. The purpose of cultivating generative space is to improve performance effectiveness. Depending upon the interests of the particular individual, the organization or the community — the measurements of effectiveness will vary. However, in all cases, whatever these measures are — they will be used to encourage, support and reinforce increasing performance effectiveness in health, healthcare and/or quality of life.

actively exercise health design leadership, 2) cultivate a more generative space and 3) create a place to flourish by applying learnings to make improvements in respective contexts.

Since 2007, TCP has worked closely with the annual Healthcare Facilities Symposium and Expo to produce Generative

Space programs and resources within the annual event. At the recent HFSE, held in Orlando, Florida, TCP produced three separate programs: 1) the presentation of the Generative Space Award, 2) a Generative Space Track with five separate GS presentations and 3) a GS workshop that

was co-hosted with HFSE.

Each one of these programs demonstrated how to actively exercise health design leadership to cultivate a more generative space to create a place to flourish and offered resources for the program participants to take home new learnings for their own application.

What does 'health design leadership' actually mean?

At the HFSE, in the GS Track, Jessica Gutierrez-Rodriguez, hospital CEO, Texas Center for Infectious Disease in San Antonio, presented "How Do We Practice Health Design Leadership to Cultivate a More Generative Space to Create A Place To Flourish?"



From left, Heather McPherson, executive vice president, Patient Care & Ambulatory Innovation, Women's College Hospital; Susan Black, Perkins Eastman Black Architects; David Wood, IBI Group Inc. and Dr. Wayne Ruga.

Women's College Hospital in Toronto Wins Generative Space Award

The Women's College Hospital in Toronto, Canada was recently bestowed the CARITAS Project's Seventh Annual Generative Space Award. The 630,000-square-foot facility was completed in March 2016. The annual award recognizes designs that improve health and healthcare. Projects clearly demonstrate the integration of the physical and social environments to make the community be "A Place to Flourish."

Designed by Perkins Eastman Black/ IBI Group Architects, judges noted that co-locating functions to avoid people journeying

around the building; rescheduling services to allow delivery in a single day; intermixing clinical and education space, engaging in the civic realm — all speak of an environment that breaks down barriers and restores symmetry to the doctor/patient relationship.

In addition, judges praised project stakeholders for attempting to understand the health gaps and barriers women face assessing the healthcare needed. Processes and practices were redesigned to minimize apprehension and provide both integrated and wellness care.

WC Hospital: Courtesy of Women's College Hospital

She described the initiatives she has developed to “actively exercise” her personal and professional leadership to improve the lives of those around her. This includes her life, her organization’s staff, patients and their families, as well as the lives of those within her community.

One of the many initiatives she described was an exercise that she challenged her staff to participate in — writing an inspirational and motivational personal mission statement (an expression of “health design leadership” by each staff member) that would provide an explicit agreement between each staff member and the organization.

In another initiative, she described inclusive social events for all populations. These whole-community events, the direct result of her health design leadership, were celebrations that provided the opportunity for all of the population groups within the Texas Center for Infectious Disease to meet and enjoy each other’s company.

Is it possible to sustainably create healthcare organizations that are a place to flourish and consistently provide more caring healthcare? Seventeen years of encouragingly favorable findings lead to the conclusion that as long as a leader in the organization continues to learn and practice actively exercising health design leadership to cultivate a more generative space to “create a place to flourish,” it is likely the organization will be a place to flourish for its patients and their families and visitors, staff and the local community, and will continue to increasingly be so.

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BIM SUCCESS

WakeMed North Expansion Project Wins Best in BIM Award

>> The Associated Builders and Contractors of the Carolinas recognized the WakeMed North Family Health & Women’s Hospital expansion project for innovative use of building information modeling to further excellence in every stage of construction. Brasfield & Gorrie accepted the Best in BIM award as part of ABC of the Carolinas’ annual Excellence in Construction award ceremony.

Dewberry’s mechanical, electrical and plumbing professionals helped convert WakeMed North in Raleigh, North Carolina from an existing 109,000-square-foot

healthplex into a 325,000-square-foot licensed acute care hospital. MEP systems were designed for 61 patient rooms, six labor and delivery rooms and one C-section room, all with future expansion capacity.

The firm engineered MEP systems in six special care nursery beds, as well as imaging, lab, pharmacy, dining and facility support rooms. The project also included MEP system designs for an emergency department and a 280-space parking deck. The healthplex, systems and services remained in operation throughout construction.

STATS: ACUTE CARE > 325,000 SQUARE FEET > 61 PATIENT ROOMS > 6 LABOR & DELIVERY ROOMS > 280-SPACE PARKING DECK



Lauren Janney

Consulting Studio to Focus on Change Management for Healthcare Organizations

Shepley Bulfinch recently launched Lens, a consulting studio focused on helping healthcare organizations develop new business strategies by reinventing three critical elements of the experience: the way people interact, the services delivered and the systems that support care delivery. Lens is led by Principal Strategist Lauren Janney, EDAC, who has spent the past decade dedicated to improving clinical and organizational performance through an engaging and innovative process. Visit LensStrategy.com.