

SOUTHCENTRAL FOUNDATION

PRIMARY CARE CENTER

ANCHORAGE, ALASKA



WHEN A VILLAGE LEADS A NATION

NBBJ is helping one of Alaska's largest and fastest growing healthcare organizations bring physical form to a new primary care approach that is outperforming better-known peers on performance and quality measures.

Vision

Southcentral Foundation's customer population has grown about seven percent every year, in part due to the success of its Integrated Care Team (ICT) model. The model organizes care around an interconnected team of physical, mental, social and spiritual caregivers who focus on partnering relationships versus medical treatment. To address the growth, Southcentral Foundation commissioned an expansion of its primary care center in Anchorage, and approached NBBJ with a vision to overhaul the design of its clinical spaces to support integrated care.

Breakthrough

NBBJ prototyped and tested design solutions to support the ICT model; as a result, private physician offices were replaced with open team workspaces, and "talking rooms" were designed to change the entire encounter – increasing respect, partnering, listening and joint health planning among the ICT members and those receiving their services and support.

Value

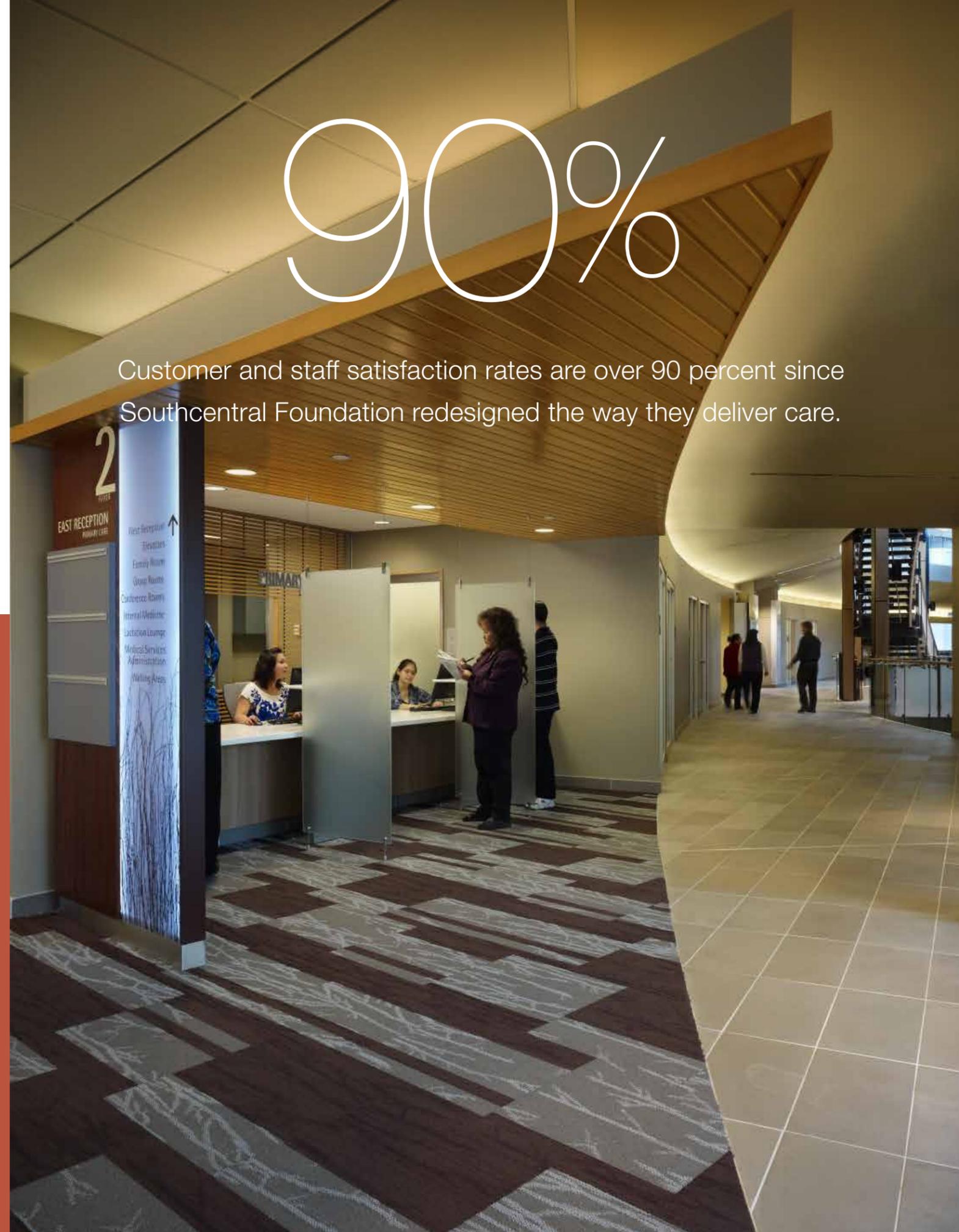
The design creates an integrated environment where both customers and staff are more visible and accessible than before. This approach enables the care teams to build strong relationships between each other and their customers, which is the foundation of the ICT model.

Insight

Testing the new integrated design concept in one of Southcentral's existing clinics allowed the client and design team to unequivocally verify that changes in the clinic's layout would deliver desired outcomes: better health outcomes and more efficient care delivery.

90%

Customer and staff satisfaction rates are over 90 percent since Southcentral Foundation redesigned the way they deliver care.





“The first step in the redesign process was to define what our business was really about. It is about trusting relationships between human beings. Prior to our redesign, the medical system misunderstood the core product as being tests, diagnoses, pills and procedures.”

– DR. DOUGLAS EBY, VICE PRESIDENT

MAKING HEALTH A LIFELONG JOURNEY

“We have rethought and redesigned every single aspect of care.”

– DR. DOUGLAS EBY, VICE PRESIDENT

Dr. Eby, vice president of medical services at Southcentral Foundation and family physician, talks about how SCF systematically transformed care by rethinking established norms.

Alaska Native people are transforming the way healthcare is delivered in their community through the Anchorage Native Primary Care Center. Set at the southern edge of the established Alaska Native Health Campus in Anchorage, a two-phase addition, 55,000 square feet in 2002 and 75,000 square feet in 2010, provides a new public face for the institution. The new addition engages the facility’s existing lobby, functioning as a central link to the adjacent hospital.

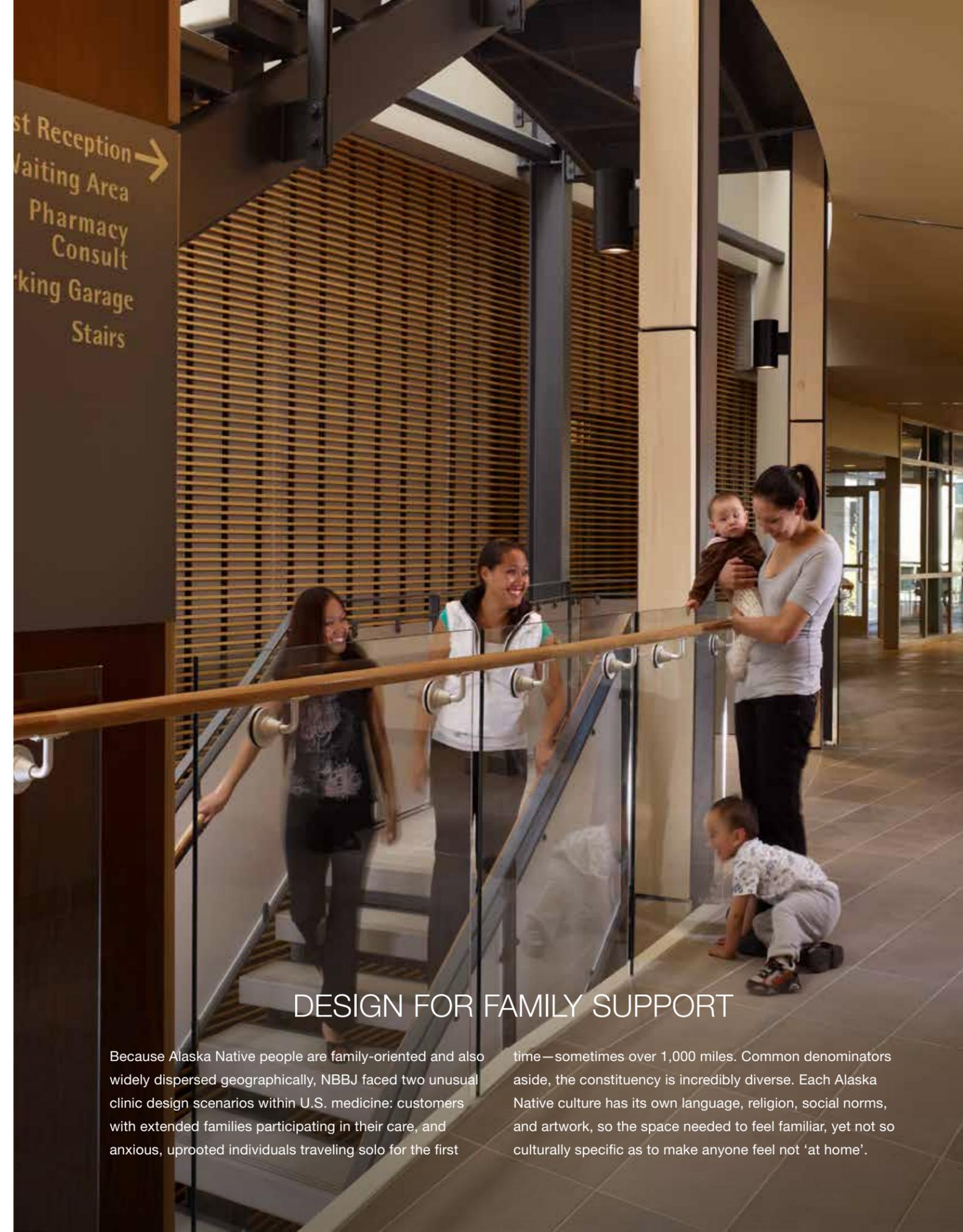
INTEGRATED CARE TEAMS

Recognizing the interrelated nature of factors affecting health and wellness, Southcentral Foundation’s Nuka System of Care features a team capable of bringing together the mind and body and coordinating care across all boundaries. The Integrated Care Team (ICT) can include a variety of services such as tribal doctors, behaviorists and acupuncturists that seek to bring the mind and body in alignment. Rather than a nonintegrated, provider-driven model, the ICT works on building a lifelong relationship with the customer and seeks to deliver whole-person family approaches, rather than just medical care.

TEAM MEDICINE FOR MIND AND BODY

The design process began by defining what the business was all about: human beings. Southcentral Foundation’s experience using the ICT model has shown that when team members are in relationships with one another, they are more effective and produce better health outcomes. To encourage this relationship-based care model and to support Southcentral Foundation’s core hallmarks of same-day access and better management of chronic conditions, NBBJ worked onsite at the medical campus to research the opportunities for innovation.

Since the redesign supported the transformation of the system, the clinic’s better management of chronic conditions and whole system design has dramatically improved utilization (hospital days and ER use down 40% per capita) and clinical outcomes data. The relationship-based care and same-day access policy has created an 80% match rate. Customer and staff satisfaction rates top 90%. The facility and program design now attract national and international attention as a model to be replicated elsewhere.



DESIGN FOR FAMILY SUPPORT

Because Alaska Native people are family-oriented and also widely dispersed geographically, NBBJ faced two unusual clinic design scenarios within U.S. medicine: customers with extended families participating in their care, and anxious, uprooted individuals traveling solo for the first

time—sometimes over 1,000 miles. Common denominators aside, the constituency is incredibly diverse. Each Alaska Native culture has its own language, religion, social norms, and artwork, so the space needed to feel familiar, yet not so culturally specific as to make anyone feel not ‘at home’.

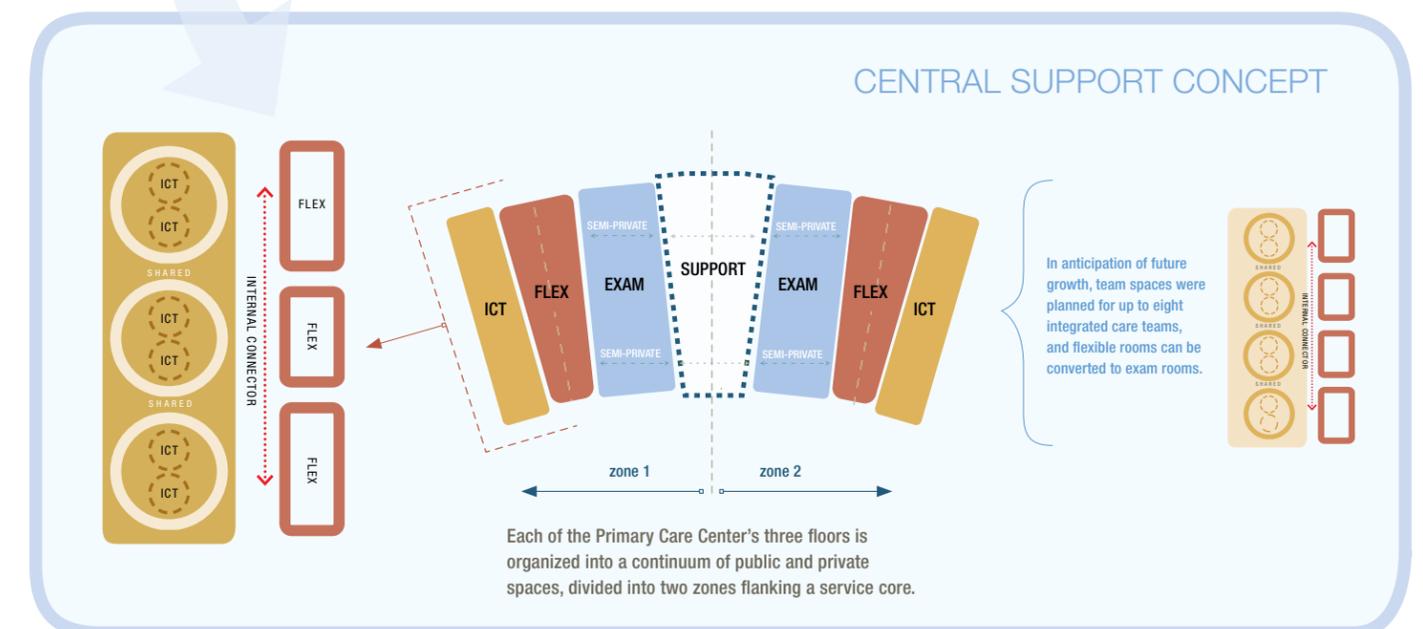
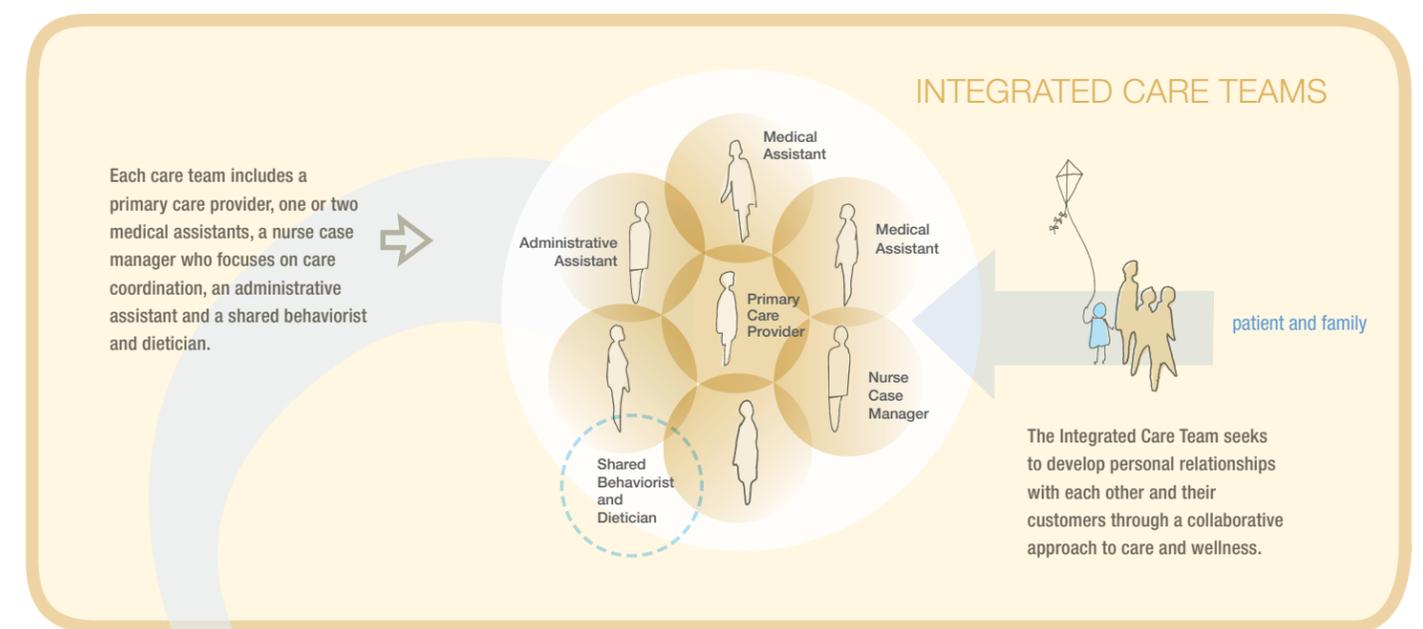


TEST, VERIFY, DEPLOY: STUDIES CONFIRM FASTER, BETTER HEALTH OUTCOMES

By creating a “map” of the customer journey from check-in to recuperation, NBBJ helped identify the need for improved sightlines, informal collaboration zones and a mix of clinical and non-clinical spaces to improve patient flow. The result was open-plan workspaces that replace typical private physician offices and flexible “talking rooms” at various scales that serve multiple purposes and allow for expansion.

Working closely with cross-functional teams and customers from Southcentral Foundation to prototype and test design

solutions, NBBJ used the earlier 2002 addition to verify strategies: flexible wall systems were altered to create a mock open-plan workspace, walking distances were tracked to test flow, and feedback was gathered from customer and staff observation and interviews. These studies confirmed that the ICT workspace model resulted in care being provided more quickly and with better health outcomes – giving the client the confidence they needed to fully implement the model in the new addition.



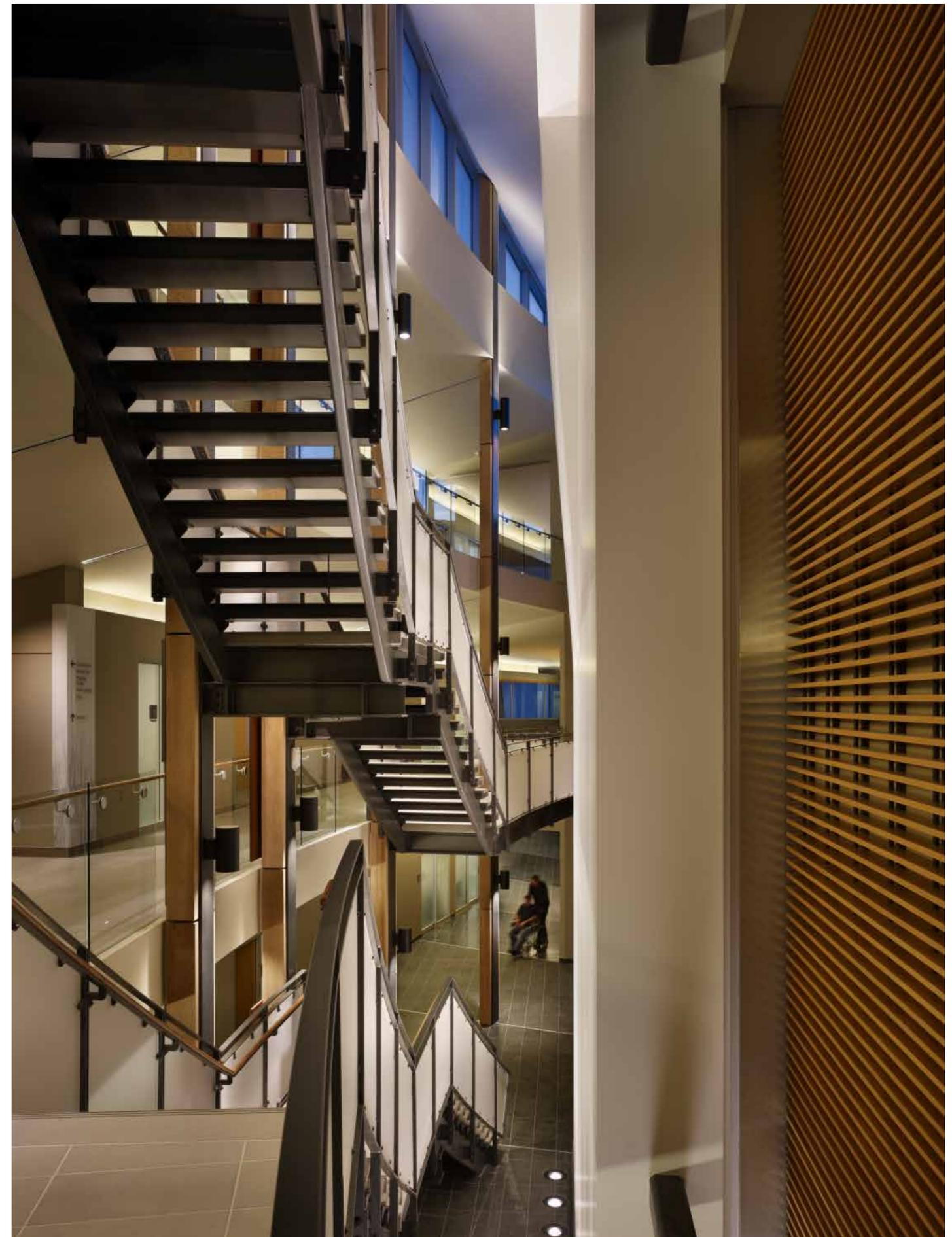
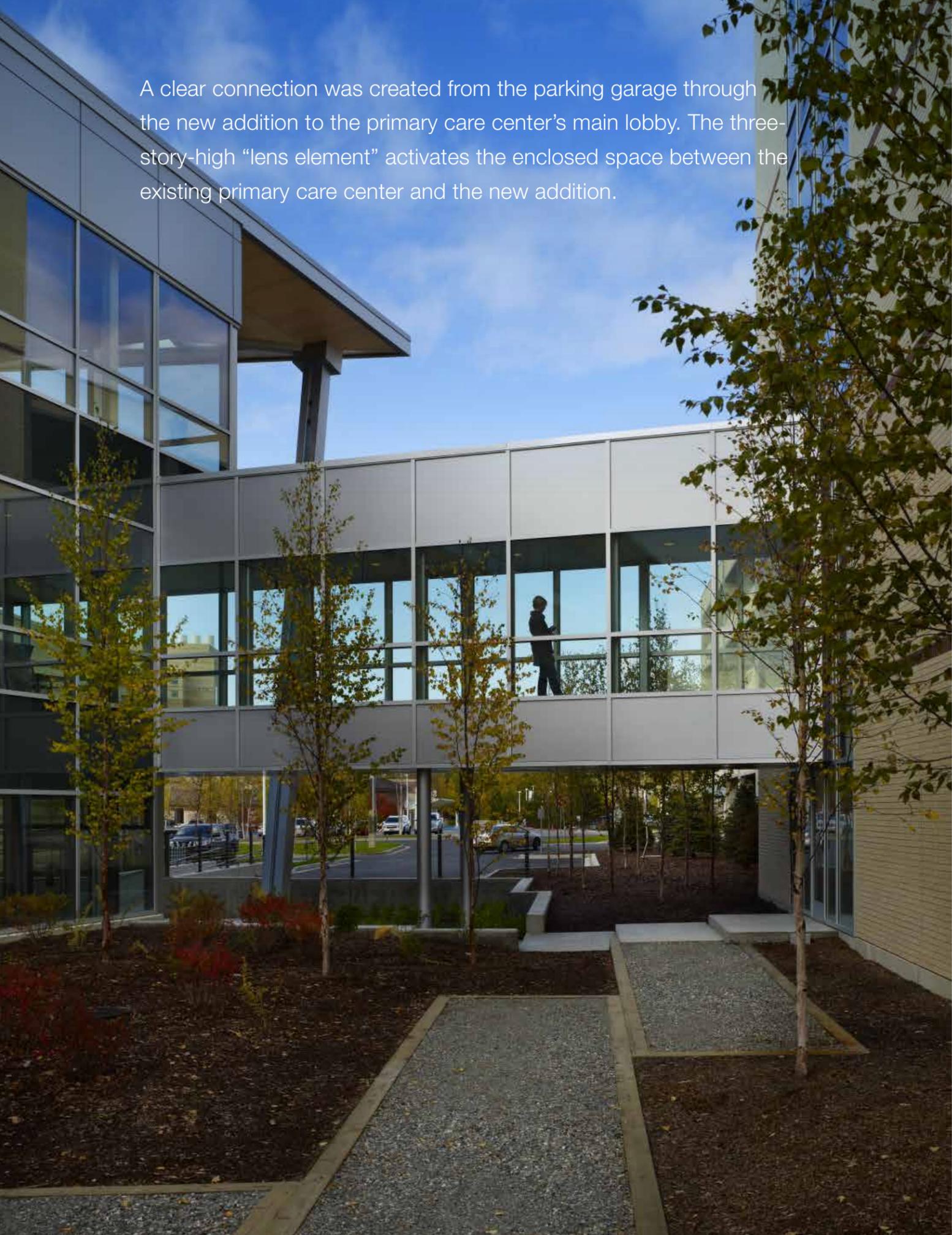


FLEXIBLE TEAM SPACE

Multi-use “talking rooms” (above) and larger group rooms allow for greater family participation in a customer’s care while also optimizing the use of valuable space. Semi-private talking rooms (above right) bridge clinical and non-clinical uses, accommodating waiting families, consultations, and private workspace when needed. The design also makes the most of limited resources by using flexible spaces to maximize the clinic’s working lifespan. (lower right).



A clear connection was created from the parking garage through the new addition to the primary care center's main lobby. The three-story-high "lens element" activates the enclosed space between the existing primary care center and the new addition.



WOVEN IN

The massing and materials of the primary care center were carefully designed to allow the new three-story addition to successfully integrate with the existing two-story building in a way that sustains the institutional identity. The use of brick and stitch patterns ties the addition to the campus and the motifs evoke the craft of weaving, an Alaskan Native cultural tradition.

CLIENT
Southcentral Foundation

SIZE
75,000 SF, three stories

COMPLETION DATE
2010

NBBJ SERVICES PROVIDED
Programming,
master planning,
architectural design,
interior design,
lighting design,
environmental graphic design

AWARDS
Citation, Modern Healthcare
Design Awards, 2010

PUBLICATIONS
Healthcare Design,
"Architectural Showcase –
Integrated Practice Facility",
September 2010

DESIGN TEAM
Lead Design Architect:
NBBJ
Architect of Record:
kpb architects
Design Build Contractor:
Neeser Construction Inc.



ABOUT NBBJ

NBBJ is an award-winning global design and architecture firm focused on helping clients capitalize on the relationship between people and the design of physical space to enhance organizational performance.

The world's leading healthcare providers trust NBBJ to deliver measurable and sustainable improvement in performance and care. Our teams have partnered with some of the leading healthcare institutions worldwide, including nine of the top 14 *U.S. News and World Report* Honor Roll hospitals. Within the architecture industry, NBBJ has been hailed as "Most Admired" by peers in *Interior Design's* annual Healthcare Giants survey, and ranked as the second largest healthcare design practice in the world by BD World Architecture.

NBBJ's network of offices enables us to deliver quality projects that are regionally and locally appropriate. It allows us to act as a single creative force, leveraging the latest thinking from our NBBJ colleagues in other locations, bringing a rich blend of expertise to each project.

NBBJ SERVICES

Healthcare Consulting	Programming
Master Planning	Land-Use Planning
Architecture	Construction Administration
Interior Design	Retail Planning and Design
Financial Analysis	Facility Planning
Project and Cost Management	Change Management
Graphic Design and Signage	Workplace Consulting
Space Planning	