



## **Noblis works with West Coast Academic Medical Center to Develop a Concept of Operations for a 200K SF Ambulatory Care Facility**

### **Abstract**

Development of a facility “Concept of Operations” for a new 200K SF ambulatory care facility with recommendations for improving customer experience, provider effectiveness, and space efficiency.

### **Challenge**

A large West Coast Academic Medical Center wanted to evaluate and design operational processes for ambulatory care in tandem with the planning of the new 200K SF ambulatory care facility. With an emphasis on creating a predictable customer experience, provider effectiveness and space efficiency, the client desired to work with its stakeholders using a robust operational planning process. This is the client’s first major building project in many years.

### **Solution**

Noblis’ Center for Health Innovation initially focused its attention on understanding client processes, metrics and space in order to make recommendations for the improvement of customer experience, provider effectiveness and space efficiency. These areas of focus included:

- Patient care delivery, care models, processes, systems and behaviors.
- Understanding of metrics that facilitate optimal clinical care delivery for participating care providers – physicians, nurse practitioners, nurses, fellows, residents, and other trainees; and
- Patient throughput and appropriately-sized clinical and support space.

Noblis and the client then developed the actual “Facility Concept of Operations.” The development phase included three steps:

- Understanding the “Current State” service reality
- Developing a “Future State” vision and Guiding Principles for organization-wide service expectations
- Applying the organization-wide “Future State” vision and Guiding Principles to individual building occupants in order to develop individual “Concept of Operations” plans for each tenant.

Noblis worked with individual planning groups comprised of proposed building occupants to identify and capture their sense of the current service reality and their vision for the future.

We also conducted a large scale, two-day **Rapid Strategic Assessment (RSA)** with over 80 stakeholder participants. This allowed us to provide a common cultural experience for the participants and to dialogue regarding their perceptions and insights for a “Future State.” As a result of the **RSA**, a number of process design teams were created to evaluate current processes and recommend re-designed or new processes that would improve customer experience, provider effectiveness, and space efficiency in the new facility.

### **Outcome**

Noblis and the client were successful in developing a sustainable and forward-thinking “Facility Concept of Operations” for the new ambulatory care center. The recommendations were adopted by the stakeholders and incorporated into the space and design programming.