

There Goes Another Loud Ambulance!

Aligning the needs of both
Hospitals and the Community

Florida APA Conference, 2017

Tom Kohler
Owen Beitsch
Harlan Hanson
Pete Sechler



gai consultants

**COMMUNITY
SOLUTIONS
GROUP**

Presenters

- **Owen Beitsch, PhD, FAICP, CRE**
Senior director of economic and real estate consulting services
GAI's Community Solutions Group
- **Tom Kohler**
Senior director of economic and real estate consulting services
GAI's Community Solutions Group
- **Pete Sechler, PLA, AICP**
Director of GAI's Community Solutions Group

Emerging Trends in Healthcare



Context: Many industry trends are driving the creation of new healthcare models and approaches to the delivery of service

1

Care

- Healthcare under scrutiny for costs and delivery so efficiency is important.
- Focus on quality and improved outcomes.
- Aging and other demographics are driving and increasing number of patients; the industry must respond.

2

Facilities

- Services and facilities are not dispersed equally across regions.
- Urban and suburban facilities compete with each other
- Increased technology has allowed for 'outmigration of services' to externalized locations that are 'in the community'.
- Increased emphasis on specialists and networks of facilities and practices.

3

Patients

- Patients have more choices within the market place
- Hospitals will need to control market share in their geographical areas.
- Even as health care has become more complex, it is showing a greater need to respond to the tailored needs of specific individuals.

Implications: The industry changes and patient options place pressure on the image, perception, experience and quality of space as much as on providing good care.

Part 1

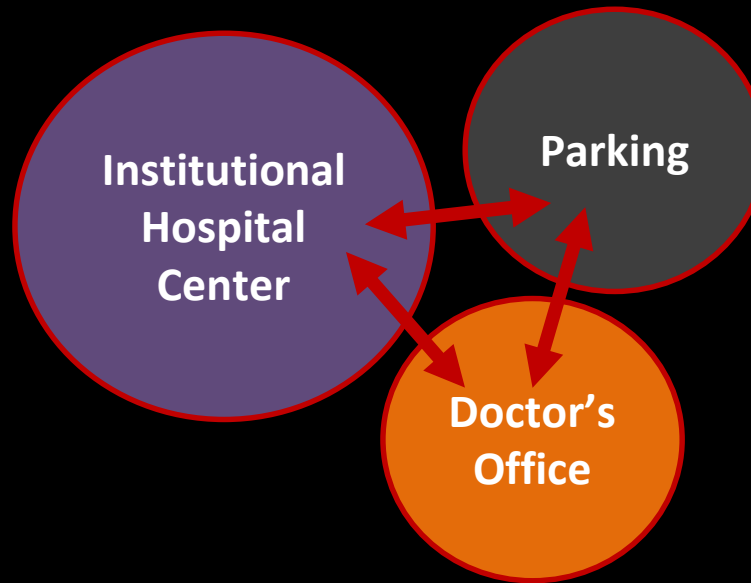
- As the individual patient begins to choose the health provider directly rather than through an employer, the role of employers in contracting with widely distributed networks will be redefined.
- Hospitals will focus more on the most sick patients and the most complex procedures. More cases will be done in distributed, less expensive facilities located in the community, closer to where patients live.
- A growing percentage of patients will seek even more decentralized services including options such as at home health care & telemedicine.

Implications: The industry model that is centered on strictly medical efficiency is shifting to more flexible and compelling environments.

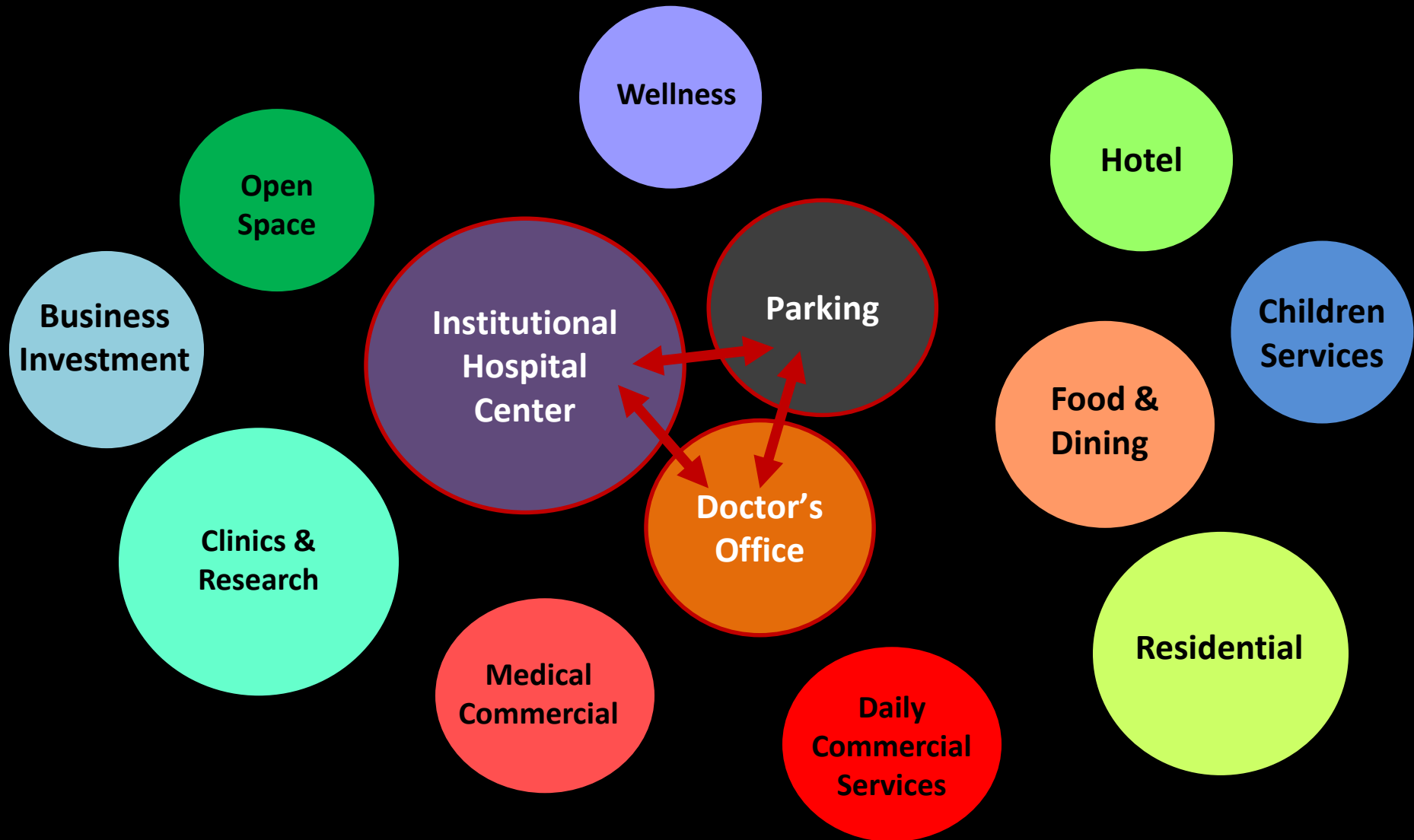
Part 2

- Rethink Traditional Hospital space programming when predicting and modeling space use:
 - Old space [buildings and grounds] will need to be better utilized
 - New spaces and a 'concierge' level of service is the new industry standard
 - Bed Towers (all private rooms) and Diagnostic / Treatment platform are two predominant forms of reinvestment in traditional Hospitals.
- The deeply established institutional campus must be reinvented and healthcare facilities and Support Services better integrated into their communities as a service that extends beyond the walls of a traditional 'Hospital Centered' model of care
-
- Urban Planning Professionals and Community Leaders must recognize these trends and connections as far more important than the common functional requirements in the past.

So what does that mean for Hospitals, Cities and Planners?



A full spectrum of integrated uses across new geographies!



Thinking about Healthcare Facilities as a community asset and an economic engine within the urban environment... we see it everywhere we go!



university
city district®

ABOUT

CONTACT

DONATE

BLOG



university city

what we do

get involved

WHAT CAN WE DO FOR YOU?



SERVING OUR
COMMUNITY

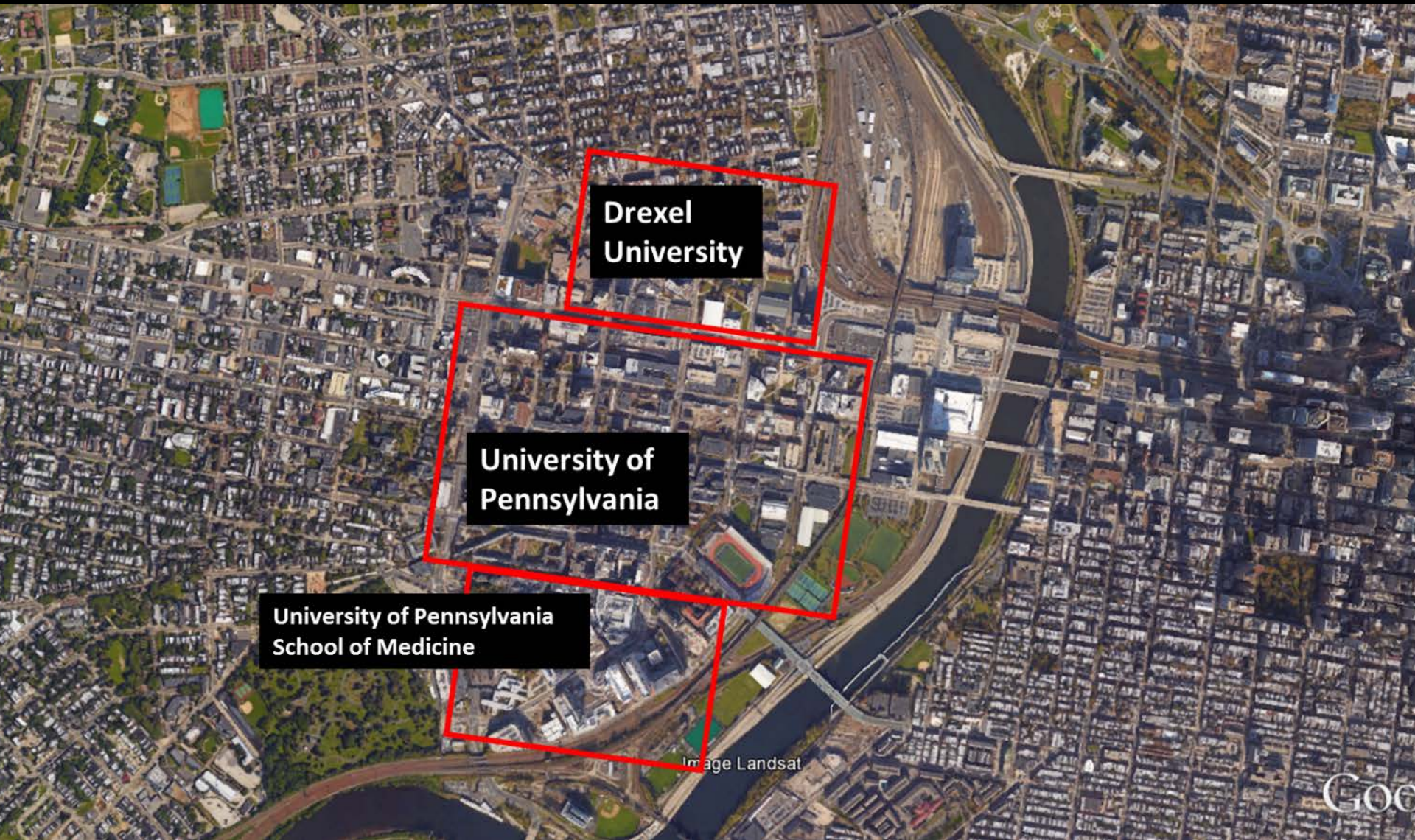
CONNECTING TO
OPPORTUNITIES

HAVING
FUN

SHAPING
PUBLIC SPACES

Philadelphia's University City is more than just a neighborhood. It's the region's leader in education, science, and innovation, with world-class universities and medical institutions. It's a destination for food lovers and culture seekers, with internationally acclaimed dining, museums, and galleries. It's a vibrant, close-knit community, full of

Thinking about Healthcare Facilities as a community asset
and an economic engine within the urban environment...
we see it everywhere we go!



Thinking about Healthcare Facilities as a community asset and an economic engine within the urban environment... we see it everywhere we go!



visitors • residents • businesses 

about ▾

what we do ▲

neighborhood guide ▾

calendar

blog

support ucd ▾



Transforming
Public Spaces

The Porch at 30th Street
Station

40th Street Trolley Portal

The Dirt Factory

Baltimore Crossing

Looped In

Parklets

Woodland Green

On the Boards



Community
Events, Arts,
and Culture

40th Street Summer
Series

Baltimore Avenue Dollar
Stroll

University City Dining
Days

Films in Clark Park

Clark Park Farmers'
Market

Events at The Porch



West
Philadelphia
Skills Initiative

About

Impact and Results

Opportunities for Job
Seekers

Partnering with WPSI

Education and Advocacy

In the News

Connecting to
Opportunities



Economic
Development &
Innovation

Innovate University City
Home

Data & Market Research

Landlord Networks

Doing Business in
University City

Business Assistance

Food Recycling Project

Project Rehab

Community Composting
at The Dirt Factory

News

Companies

Find a Space

Find a Job

Events

Resources



Maintaining
Clean and Safe
Streets

Cleaning the
Neighborhood

Providing Safety Services

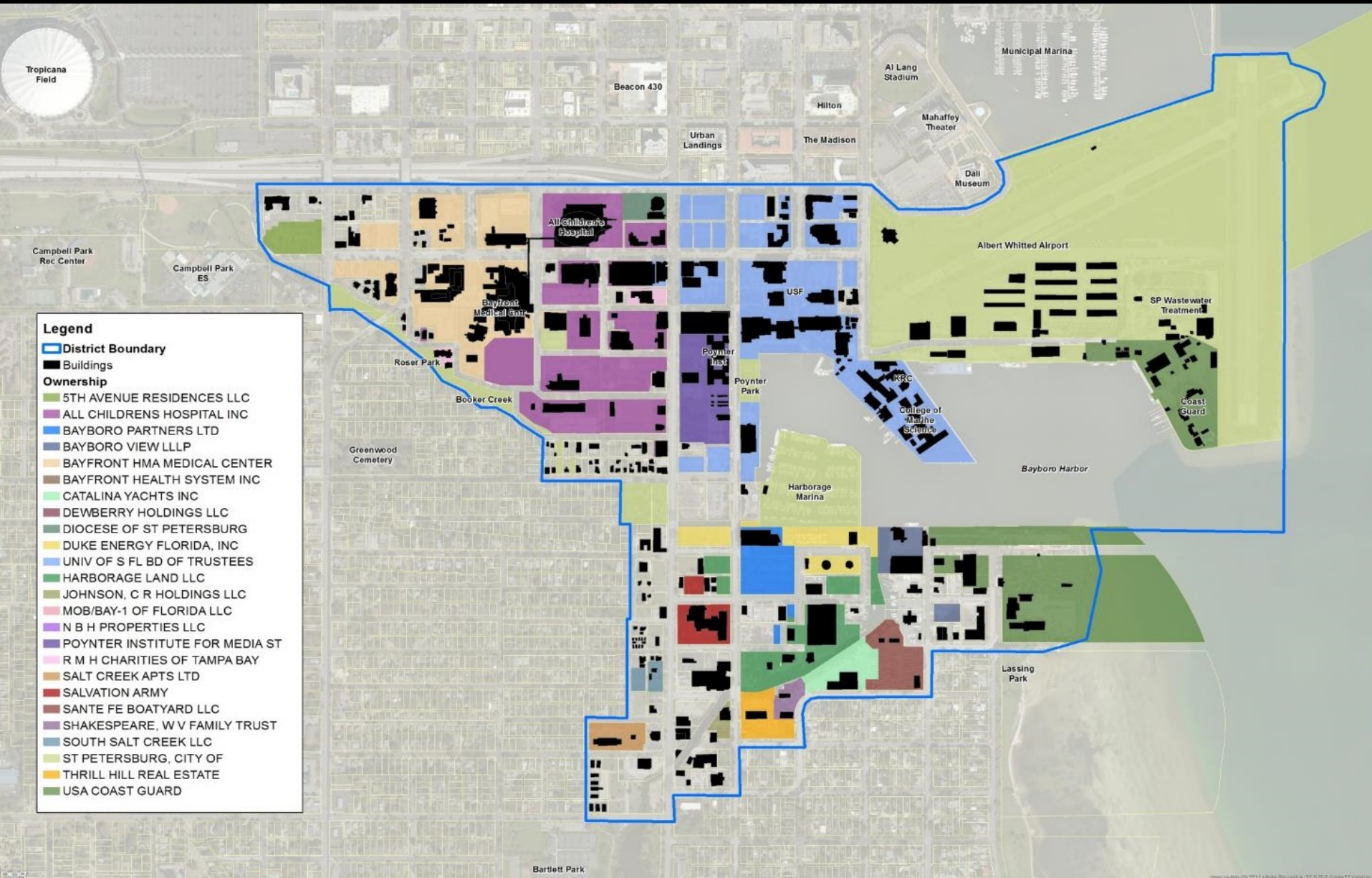
Papal Visit 2015

Florida Based Examples: St. Petersburg Innovation District The Large / Multi-Institutional District



Visioning + Planning Workshop

Florida Based Examples: St. Petersburg Large / Multiple Institutions



Florida Based Examples: St. Petersburg Visions of Physical, Economic and Social Growth



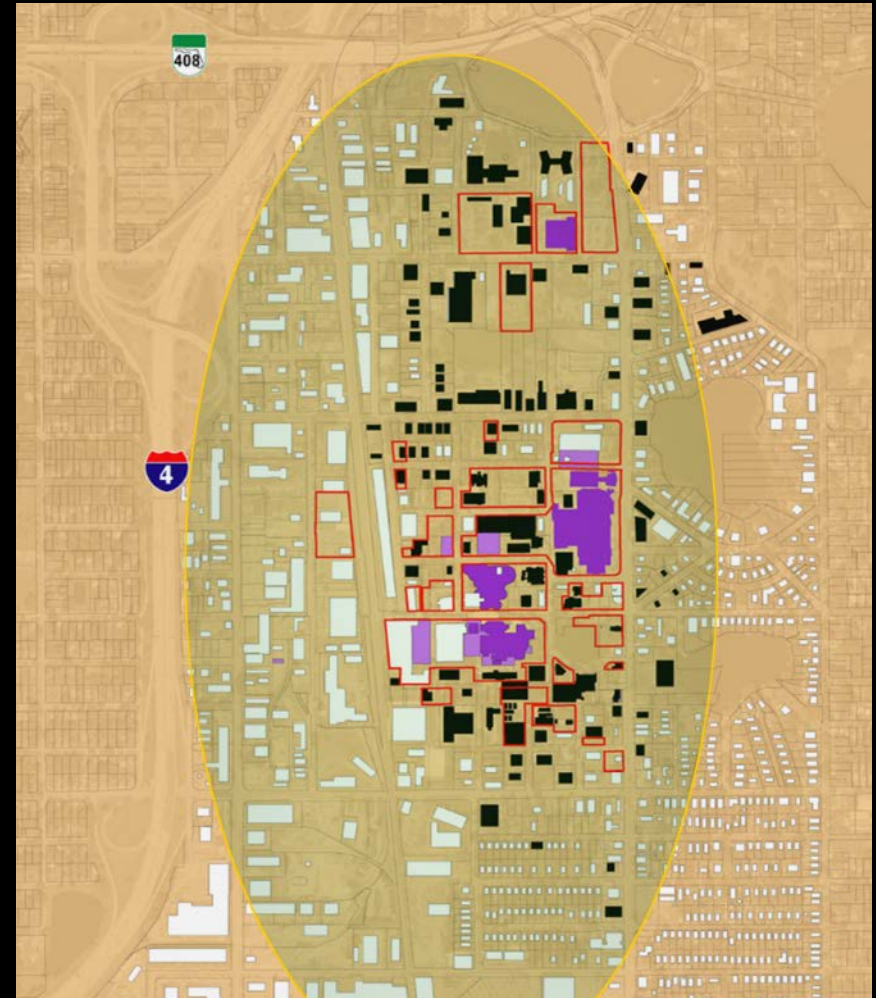
Florida Based Examples: St. Petersburg Visions of Physical, Economic and Social Growth



Florida Based Examples: Orlando Health The Multi-Hospital Urban Campus



A Campus of 4
Primary Hospitals



A District of Medical Uses
and Community Form

Florida Based Examples: Inverness The Community Hospital



Florida Based Examples: Inverness The Community Hospital



Florida Based Examples: Inverness The Community Hospital



Identifying future growth opportunities:
Mission-related facilities expansion and upgrades

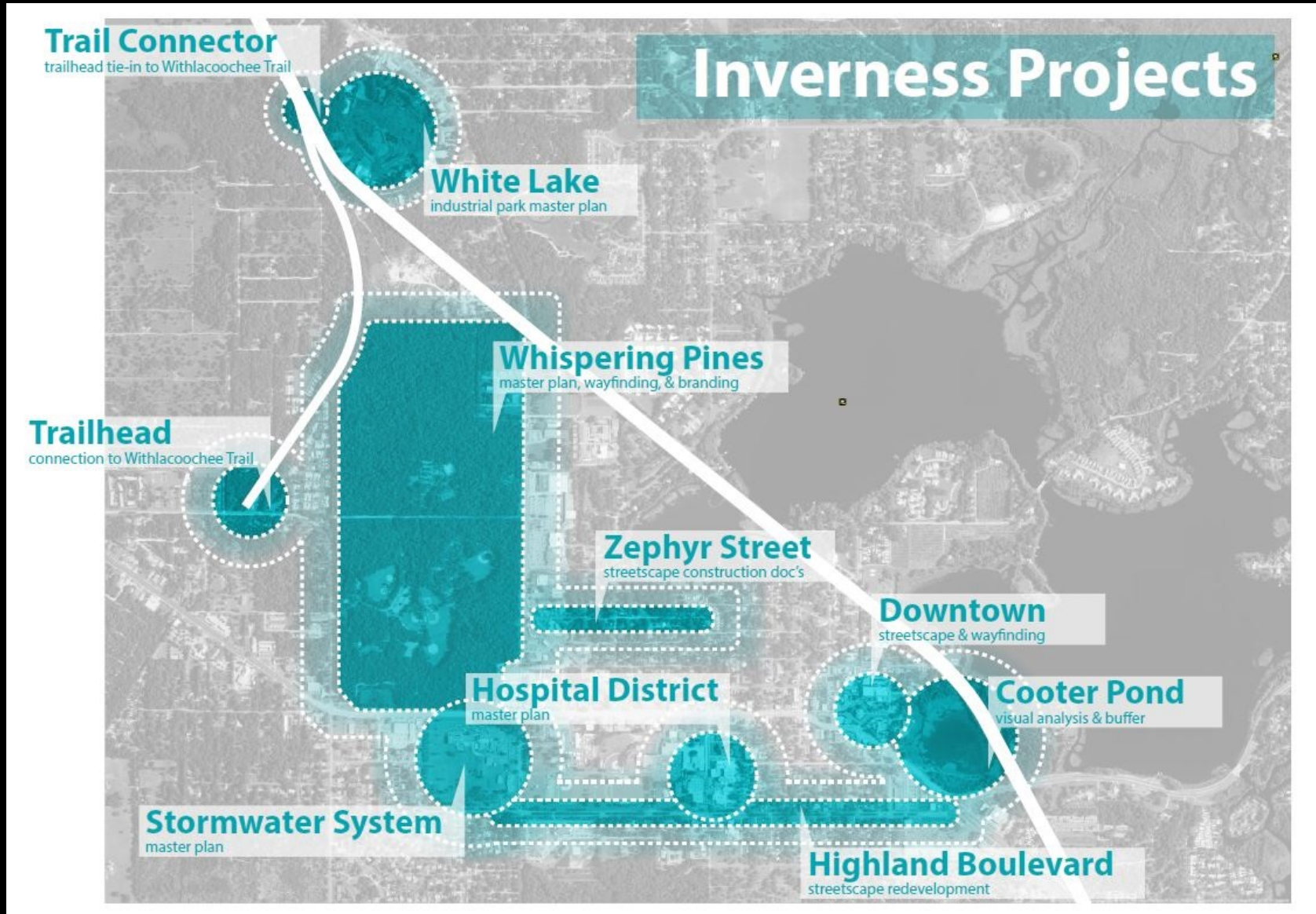
Parking garage opportunity

Development potential: Private, complementary healthcare services and investments

Technology enhancements:
Central Energy Plant

Florida Based Examples: Inverness

Part of a larger mosaic of Community Development

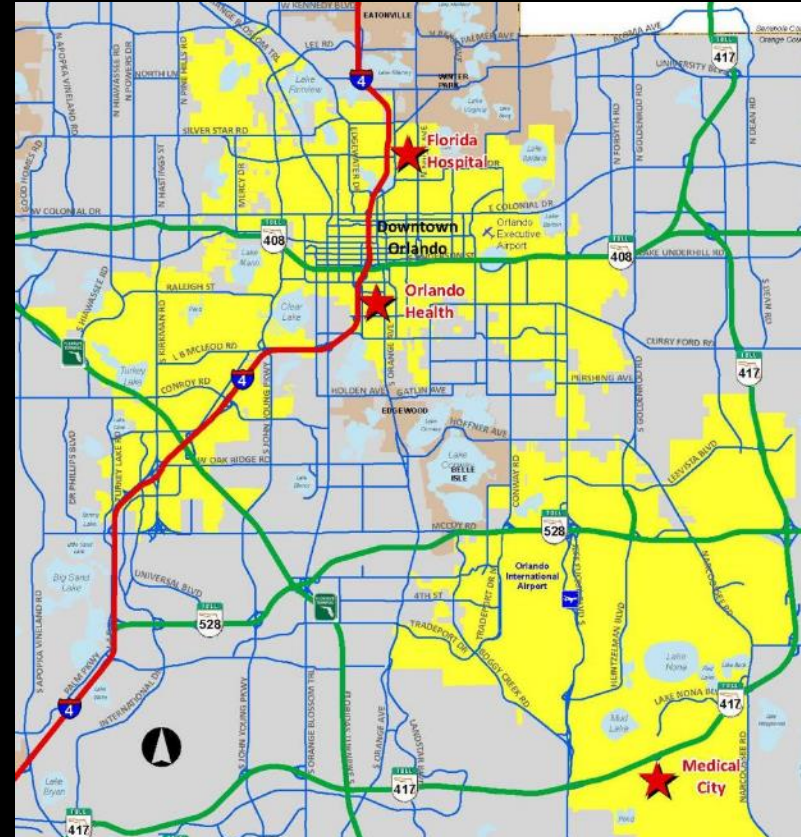


Changing Paradigms at Orlando Health



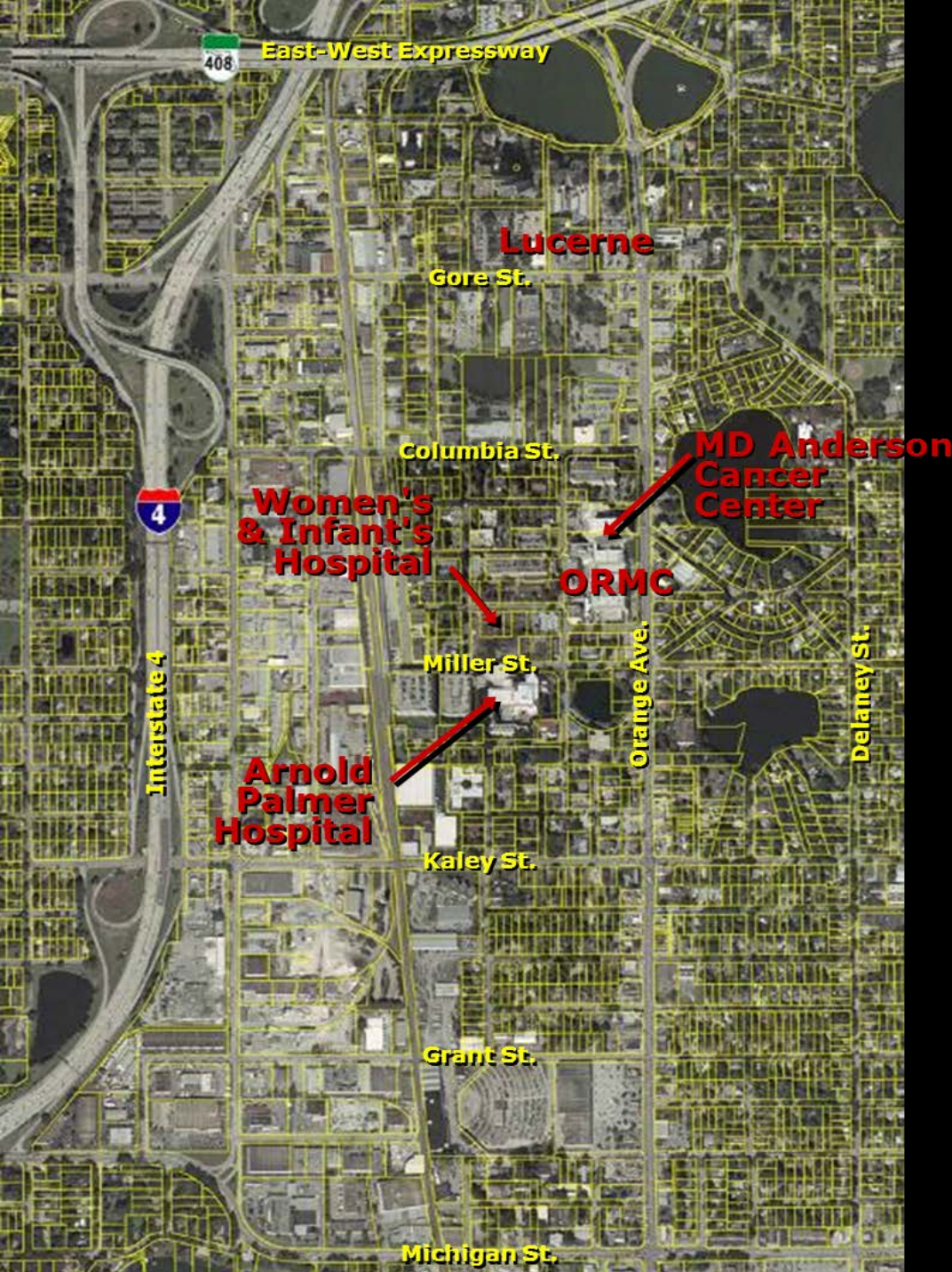
The Original Orange Memorial Hospital
A Community Hospital for the Region

Changing Paradigms at Orlando Health



A family of Orlando Health Hospitals
Serving a growing, competitive Region

Early 2000's
– a growing campus to
the South of Downtown



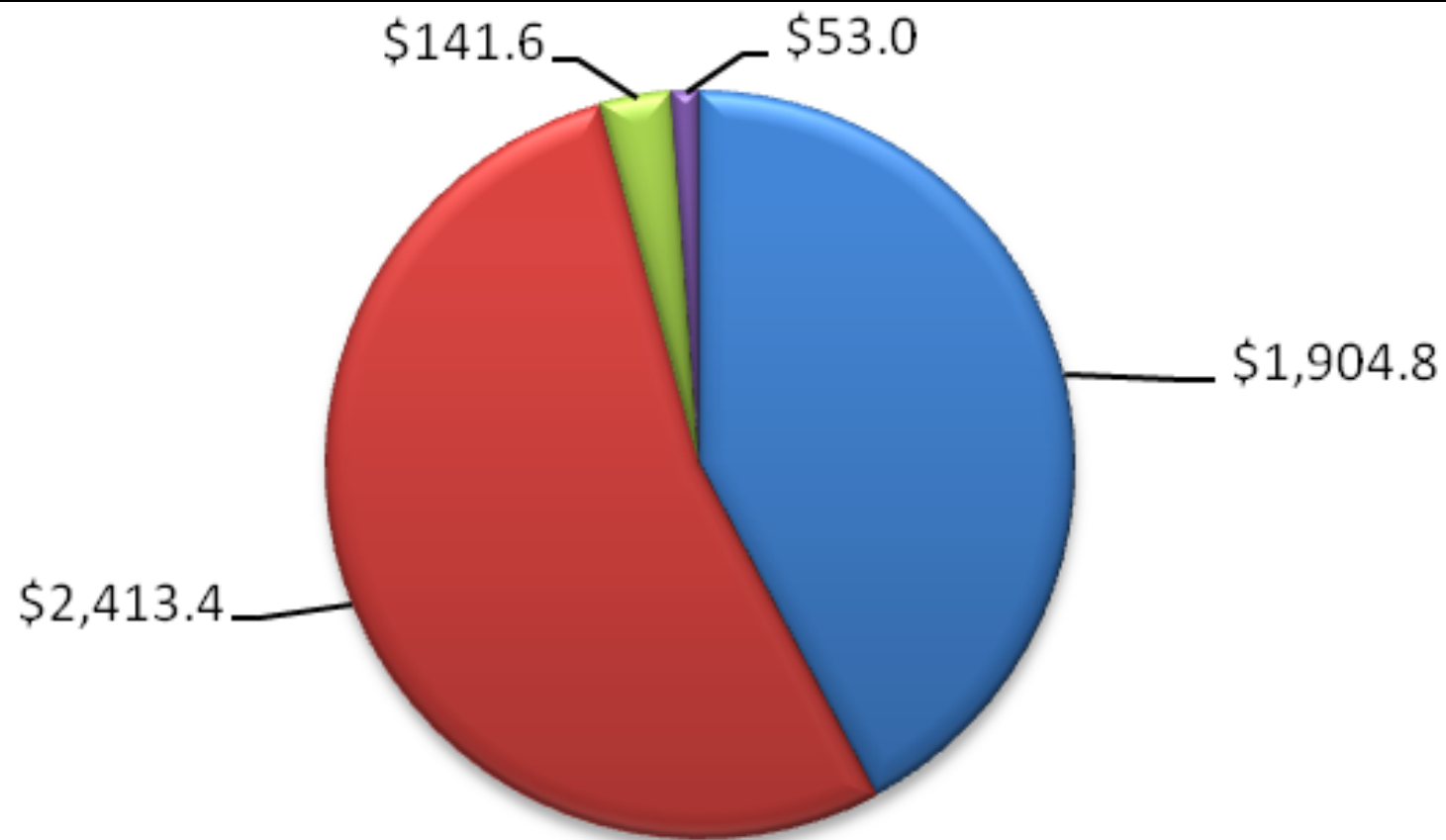
Early 2000's

Challenged Relationship with Neighborhoods,
Limited Collaboration with the City,
Harsh Campus Environment



Early 2000's

Yet, Orlando Health was measured as a \$4.5B impact on the Central Florida Region!



\$ amounts in millions



■ Our mission:

To improve the health and quality of life of the individuals
and communities we serve.



Institute for Learning

Creating a Campus + District Real Estate Strategy



Planning Drivers:

1. The Campus Environment is part of the Orlando Health Model of Care Delivery.
2. The Campus Environment is part of the Orlando Health Image and Branding.
3. The Campus provides the critical Real Estate Platform to deliver the needed medical and non-medical services.

"Bringing the well world into the campus as a way of caring for people"



Why a Campus?

Campuses exemplify and exude a feeling of the character or "soul" of an institution to anyone who steps on its grounds. Colleges and Universities have become keen practitioners of campus planning as a learning environment. Orlando Health has the opportunity to enhance its Mission by creating an environment that connotes the highest level of health and wellness.

This effort, known as the "Heart of the Campus Visioning" seeks to understand how Orlando Health can truly create an atmosphere of comfort and healing. This document summarizes the visioning discussions, defines the principles by which a campus can be created, and identifies

projects to help our campus grow responsibly, with great sensitivity to the care and safety of patients, visitors, and employees.

An Outward Focus:

We believe that to fully realize the Vision and Mission, the new Patient centered model of quality and service must extend across the campus, to the entry, to the community and virtually to the home – where each patient and family member begins their trip to Orlando Health.

These outward signals inform the critical psychological perception of whether things are going to go well inside the buildings.

The Campus Vision Statement

"Create a nationally recognized healthcare campus which allows for the highest level of healthcare practice, integration of services and people, and evolution over time within an attractive, healing environment."

Orlando Health Vision

A trusted leader inspiring hope through the advancement of health

Orlando Health Mission

To improve the health and quality of the life of the individuals and communities we serve



August 2010

A Patient Centered Model of Care

To improve the health and quality of life of the individuals and communities we serve

The Campus Plays a Role in the Mission Campus Planning Principles

Healthcare Leadership

delivering integrated services in the highest caliber facilities

Convenient Access and Linkages

Orienting everyone on campus via all modes of transportation

Healing Comfort and Character

Providing an emotionally and physically restorative environment

Socially Active and Supportive Activities

Meeting the comprehensive needs of all those we are serving

Community Leadership

Insuring the campus Vision can be achieved within a complex urban environment through partnership and strategic planning



Being an advocate for wellness – Facilitating Healthy Communities

How does a Patient First model of care relate to our campus and the community?

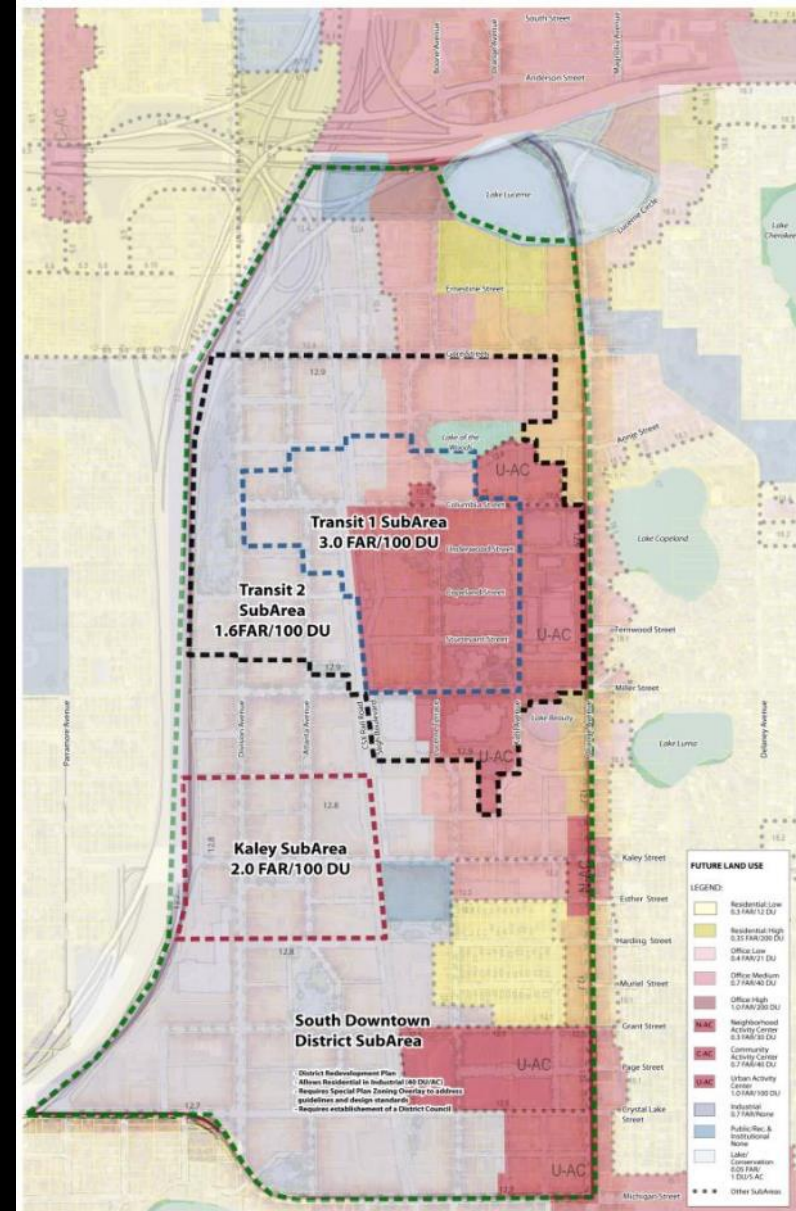
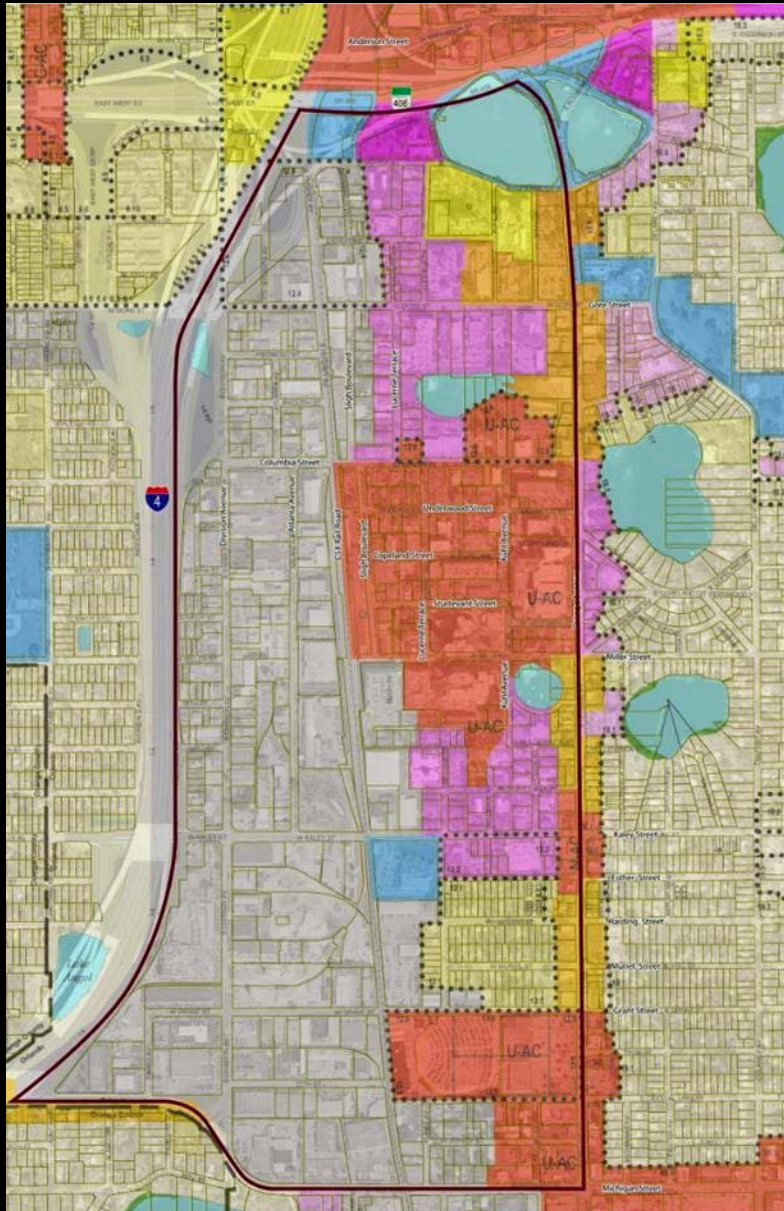
“the 5%” of our business that happens outside the walls of the Hospitals



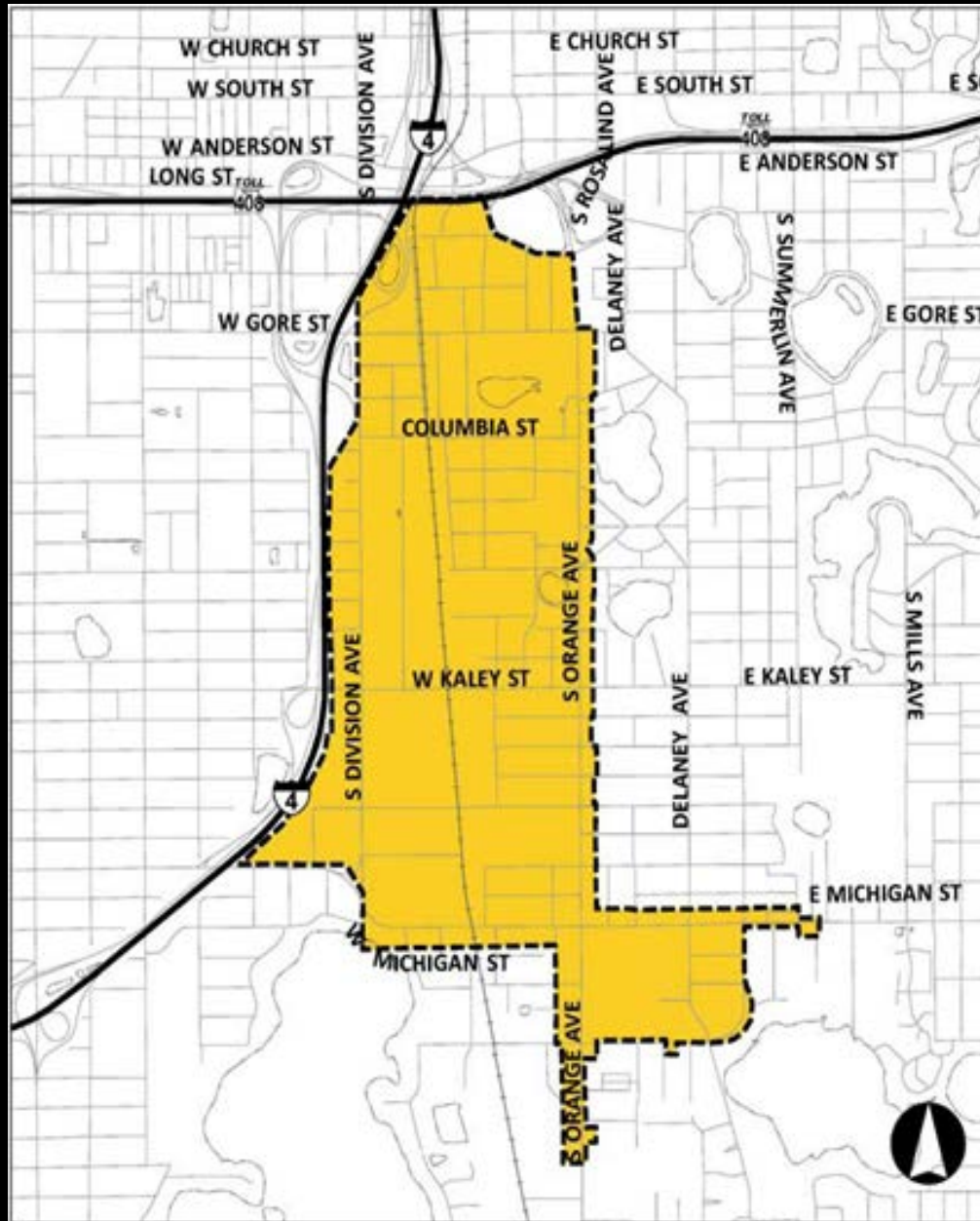
Envisioning a Well Organized Campus of Places and Uses



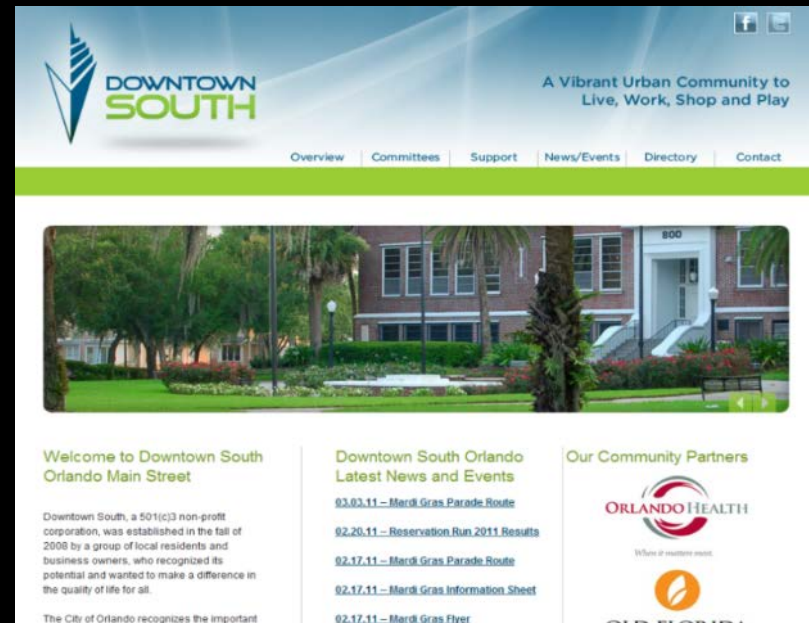
Working with the City on a Land Use Vision for the District



Working collaboratively to develop and fund Partnerships



Downtown South Neighborhood Improvement District SoDo Main Street



Linking SunRail + Campus + New Development Opportunity



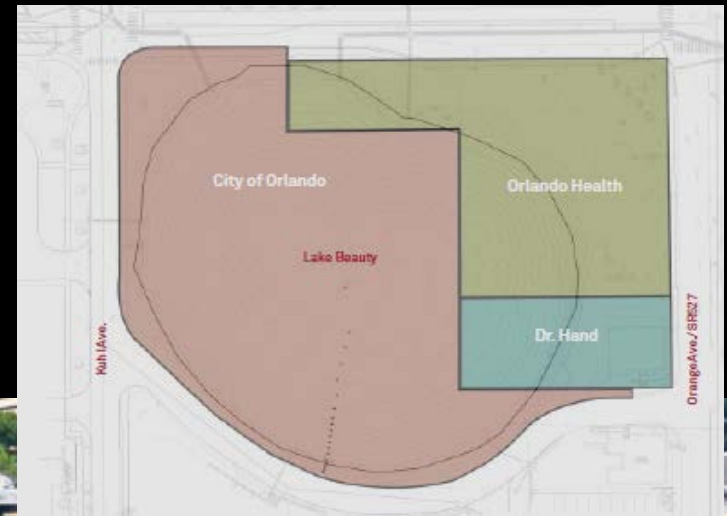
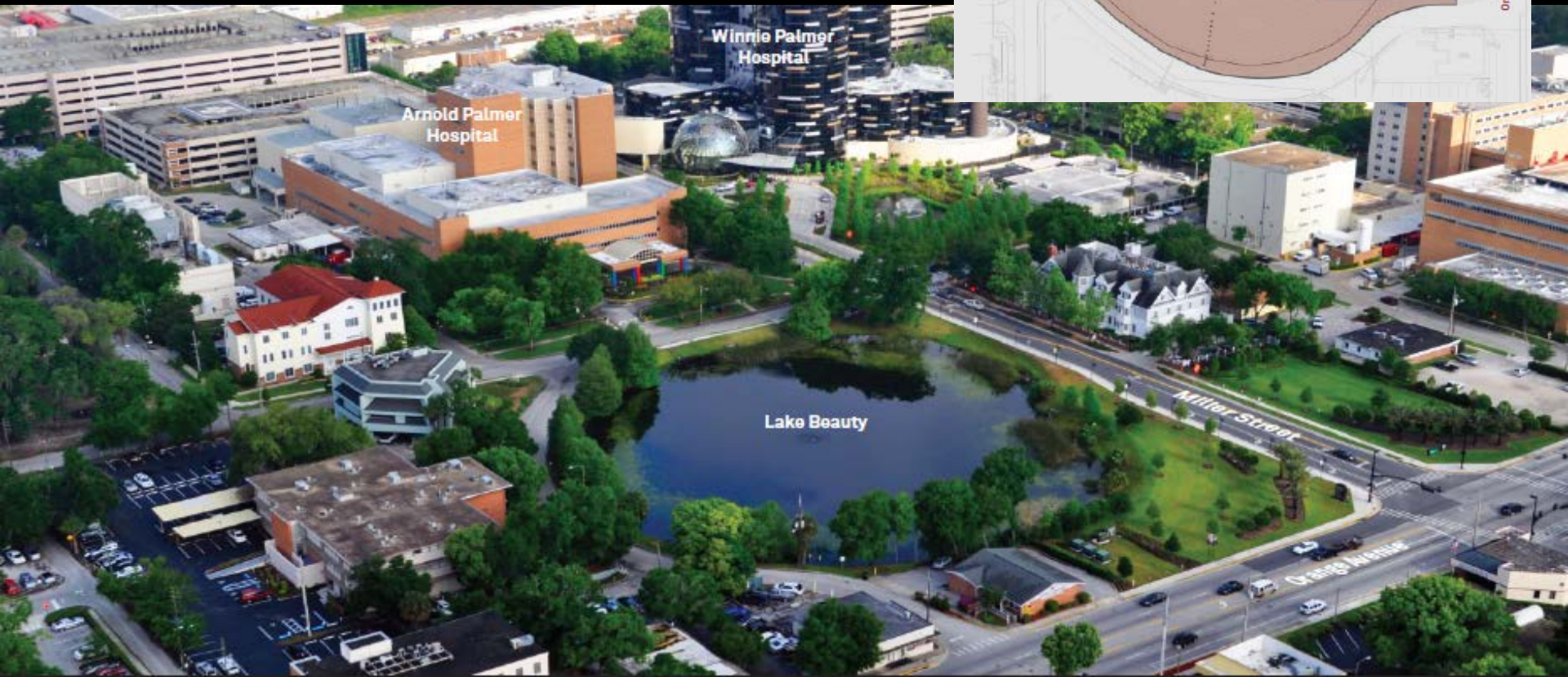
A Program of Coordinating Funding, Land Use Rights, Impact Fee Credits, Land Development, Infrastructure Investments and Governance: Guided by the Vision



Planning, Designing & Building Better Places



Lake Beauty Existing Conditions



Lake Beauty Existing Conditions



Lake Beauty Park Today



Lake Beauty Park Today



Lake Beauty Park Today



A campus of legible, connected, healthy places.



Proximate Development Partnerships



And the Property Owners & City of Orlando have Responded!

- Our Initiative for Building a Better Place
- First Step: Corridor Planning + Street Design

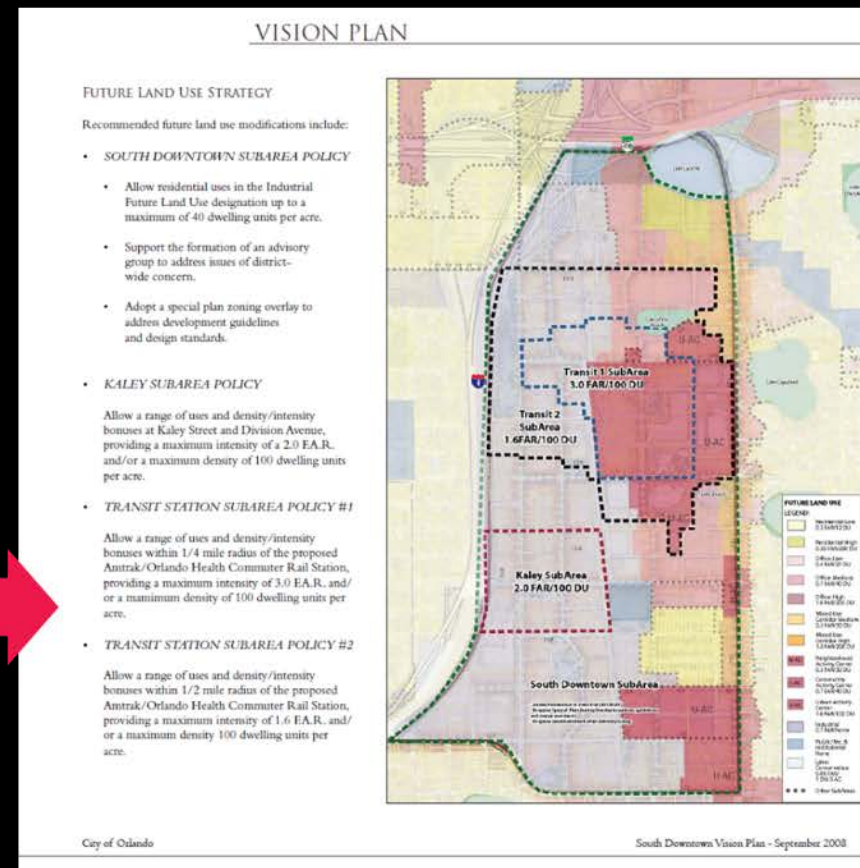
“Positioning Downtown South for Improved Livability & Community Character to better support new growth and local investment”

Exhibit B
Policies
From City of Orlando
Growth Management Plan, Future Land Use Element
Adopted February 2, 2009

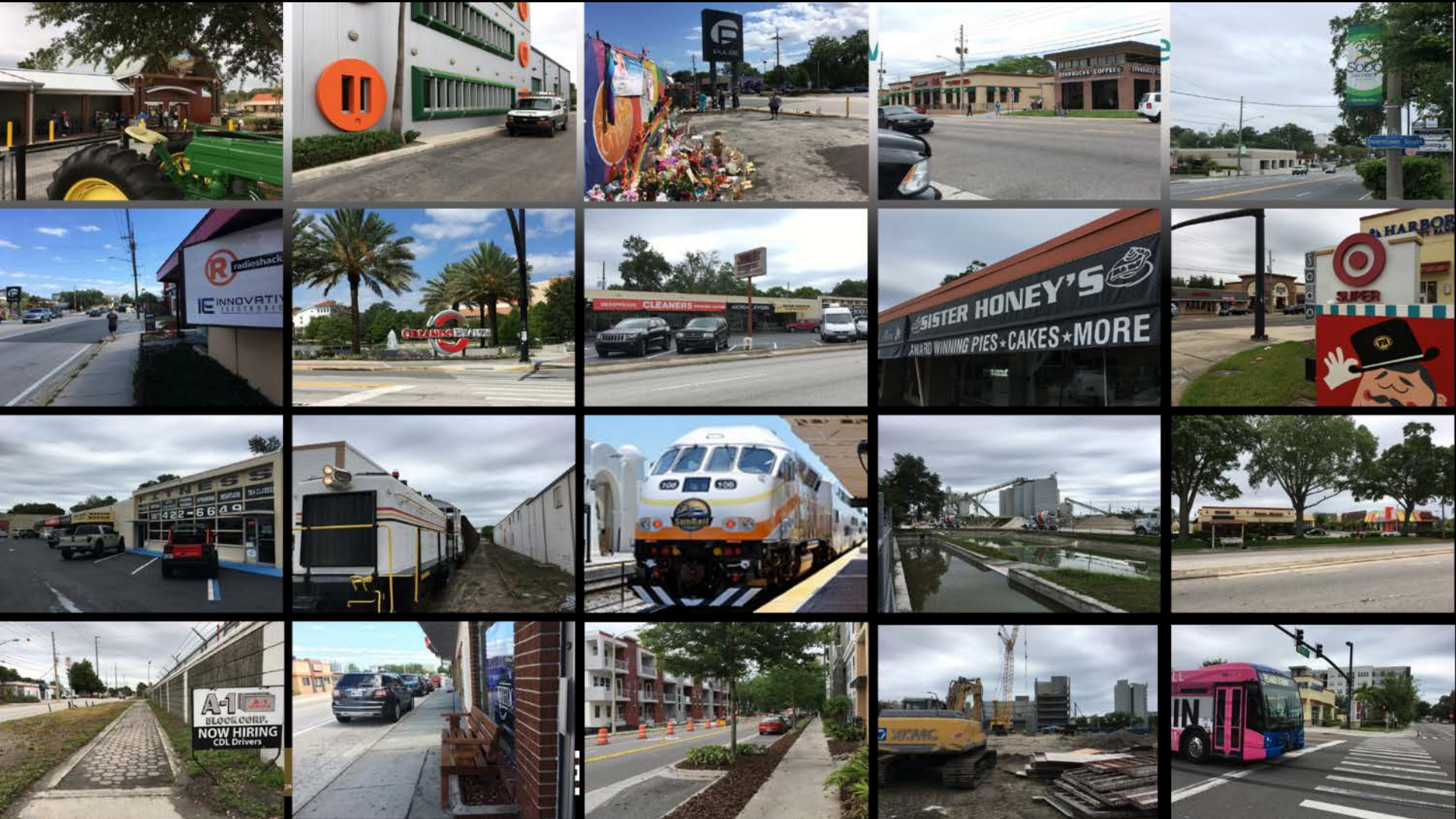
Policy S.12.7 This Subarea Policy shall apply to all property located within the area generally bound by the East-West Expressway, South Orange Avenue, Michigan Street and I-4 (the “South Downtown Subarea”).

- (a) *South Downtown Subarea Purpose.* This Subarea, known as the South Downtown Area, is intended to be a vibrant, recognizable, mixed-use, multi-modal neighborhood that thrives on the synergies afforded by the continued growth of the Orlando Health campus and adjacent medical-related uses.
- (b) *South Downtown Vision Plan.* To encourage the diverse, efficient and intensive use of land within the South Downtown Subarea, the City prepared a South Downtown Vision Plan (the “Vision Plan”) dated September 2008. The Vision Plan provided recommendations concerning the following:

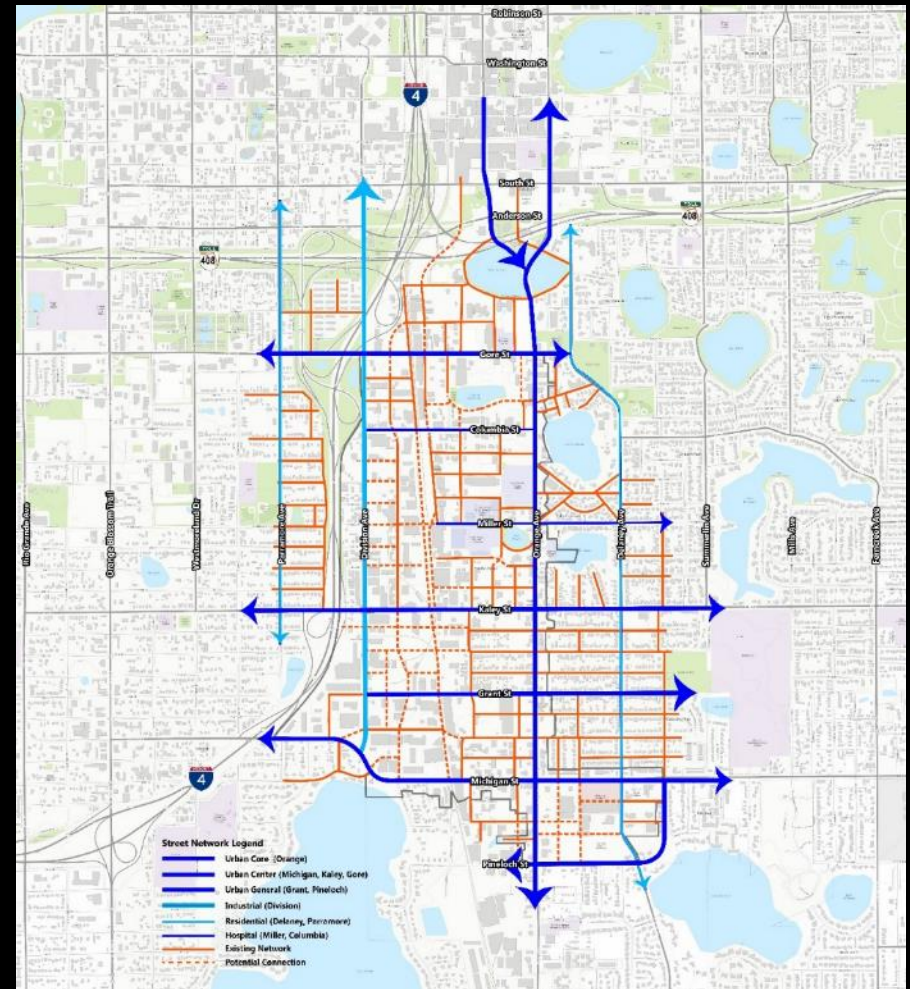
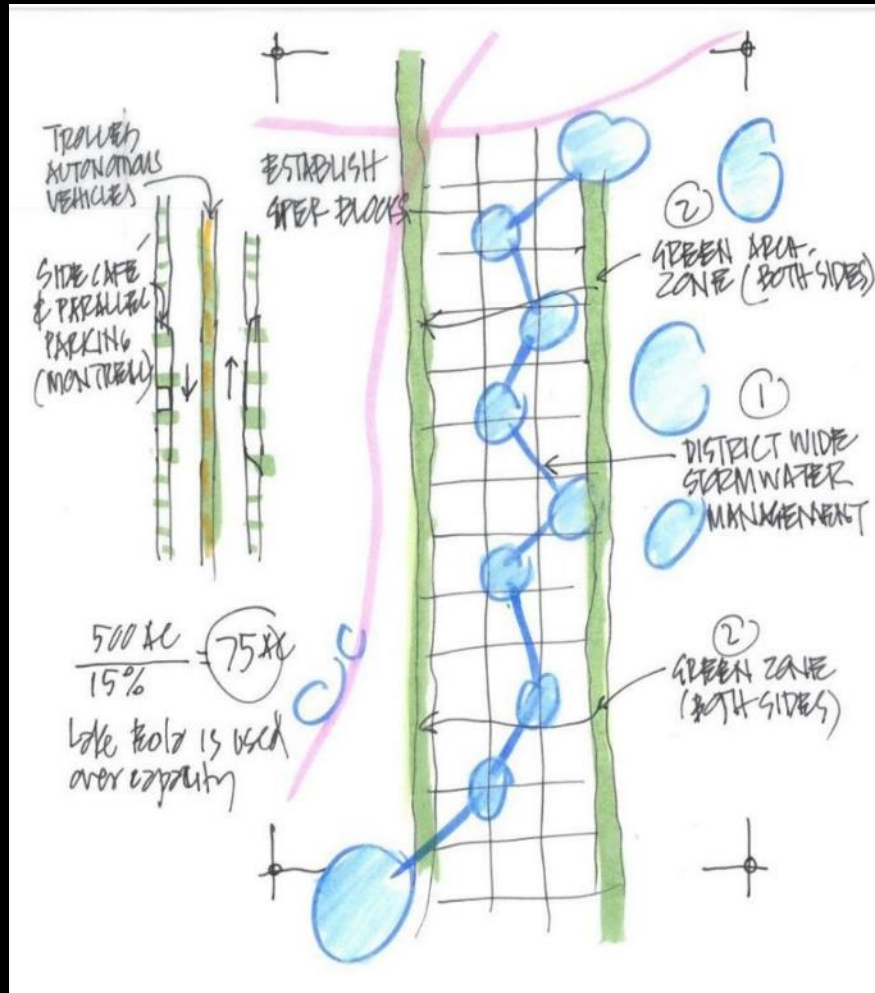
**our
downtown
south**



Downtown South is Highly Diverse, with enormous Potential!



Thinking about Structure, Form and Development Areas

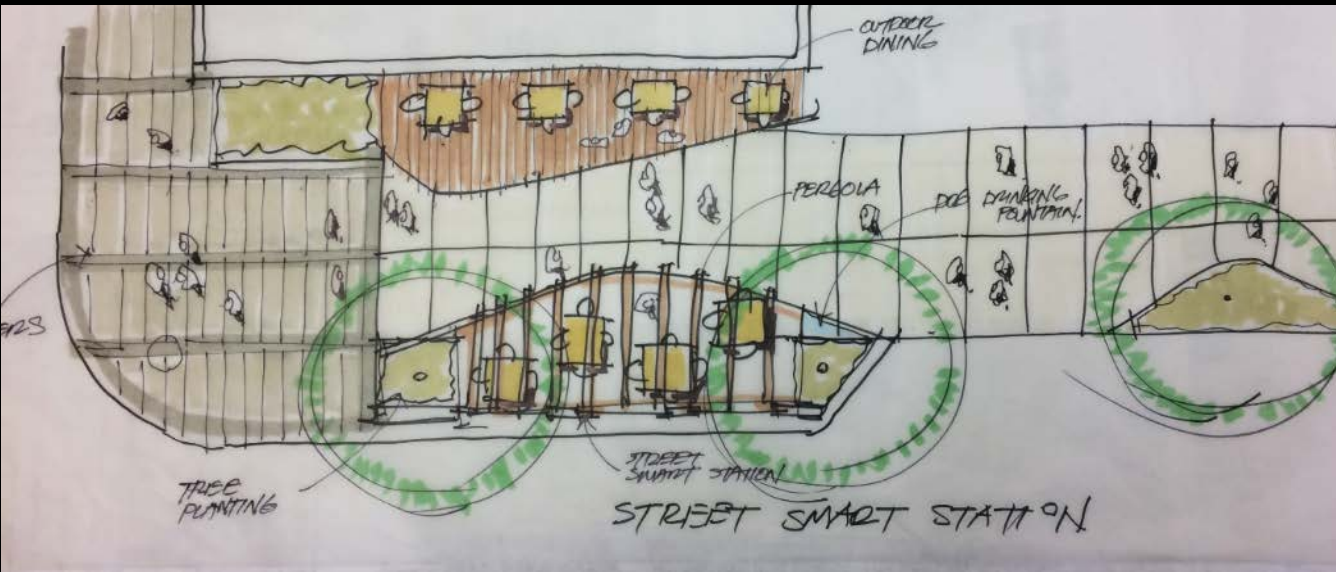


Near Term and Long Term Planning for Orange Avenue with City, County + FDOT Partnerships...

...as well as the future of technology and progressive transportation



Thinking about Art, Character and Sense of Place



All Starting with the Hospital and City joining forces, with the community and key stakeholders to leverage their assets!





Questions &
Discussion
Thank You!!



gai consultants

**COMMUNITY
SOLUTIONS
GROUP**

Contact: Pete Sechler 407-810-2200
p.sechler@gaiconsultants.com