A Tale of Four Hospitals: Swedish/Issaquah Health Campus
Discussion Guide

- Introductions
- System Background
- Key Project Facts
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- Lessons Learned
- Q & A
About Our Speakers

**Susan Gillespie:** *Administrative Director of Ambulatory Care, Swedish/Issaquah*

- Susan’s main focus is in the area of Outpatient Services and Business Development. Her previous roles in the healthcare industry include the Director of Human Resources and Senior Project Manager. Susan holds a BA in Accounting and an MBA in Technology Management. Susan is an instructor for the Executive MBA program at Seattle University, has taught for the Bellevue College Adult Education Program and for the Leadership Development Program at Swedish.

**Dr. John Milne:** *Vice President of Medical Affairs, Swedish Health Services*

- Dr. John Milne is a board certified emergency physician and currently serves as the Vice President for Medical Affairs for the new Swedish Issaquah Campus. He was instrumental in the design of the facility and the development of the medical staff, along with providing ongoing oversight for all clinical operations. Previously Dr. Milne served as the Medical Director for Strategic Development where he helped lead the development of three freestanding emergency departments and the overall market growth strategy for Swedish Health System.

**Kevin Kraiss:** *Senior Vice President and Partner, Hammes Company*

- Kevin is a Senior Vice President and Partner with Hammes Company. Based in Orange County California, Kevin is currently responsible for the Company’s West Region operations and has previously held similar leadership positions on both the East Coast and in Texas. He has led development relationships with notable healthcare systems throughout the nation, including Sentara Healthcare, Sutter Health, St. Luke’s Episcopal and Swedish Health Services.
System Background:
Swedish Health Services
Swedish Health Services Network Expansion

- Largest nonprofit healthcare provider in the Greater Seattle area
- Existing hospital campuses located in urban areas
- Hospital-centric organization
- Lack of significant presence in growing suburban communities
Swedish Health Services Network Expansion

- Transitioned from a traditional hospital-centric organization to a true integrated delivery network

- Network expansion increased target market to include North and East King County as well as Snohomish County

- New Swedish/Issaquah Hospital serves East King County; a population of 500,000 with a core market area of over 200,000
Foundational Objectives

- Enhanced patient care model and campus culture
- Formation of an integrated, multi-specialty physician practice environment
- Creation of a central gathering point for the campus ("the commons")
- Common information system (EPIC) deployed throughout the campus
- Incorporation of sustainable design
- Efficient deployment of capital
- Thoughtful utilization of B occupancy space to minimize costs
Key Project Facts: Swedish/Issaquah
Key Project Facts

- **Location:** Issaquah, Washington
- **Groundbreaking:** January 4, 2010
- **Phase I Opening Date:** July 14, 2011
- **Phase II Opening Date:** November 1, 2011
- **Project Size:** 615,900 SF
  - Medical Office Building: 224,600 SF
  - Hospital: 324,100 SF
  - Central Utility Plant: 18,400 SF
  - Parking Garage: 48,800 SF
## Phase I Development

**Phase I Opening Date: July 14, 2011**

- 5-Story, 256,000 SF Medical Office Building
- Floors G and 1 of the Hospital

**Components Include:**
- Emergency Room
- Diagnostic Imaging
- Surgery Center
- Cancer Center
- Physician Offices
- Conference Center
- Retail Shops and Starbucks
- Full-Service Restaurant
- Below-grade Parking Garage
Phase II Development

Phase II
Opening Date: November 1, 2011

- Floors 2 through 4 of the Hospital

Components Include:
- Med/Surg (45 Beds)
- ICU (36 Beds)
- Labor & Delivery (8 Beds)
- Post Partum (31 Beds)
- Shelled Space (55 Beds)
Unique Attributes
Project Recognition

Swedish/Issaquah Project Awards:

- 2013 ASHRAE Technology Award Winner, First Place - Healthcare Facility & Other Institutional
- CONTRACT Magazine's 2012 Interior Design Award
- 2012 Seattle Daily Journal of Commerce Building of the Year
- Cover and feature article in Medical Construction and Design magazine
- 2011 Technology/Life Science Project of the Year
- 2010 and 2011 Better Bricks Award, Building Owner Category (Sustainable Design)
An Integrated Project Delivery (IPD) Agreement was formed between Swedish, Hammes Company, Collins Woerman (A/E), and Sellen (GC)

Purpose and Benefits:
- Facilitate design, construction, and commissioning of the project
- Provide a collaborative working environment
- Allow for the open sharing of ideas in an atmosphere of mutual respect and tolerance
- Encourage team members to adhere to schedule milestones by providing an IPD Bonus to be paid at the end of the project
- Overarching shared savings between owners to be paid upon successful completion of the project
- Method to keep all parties working toward a common goal
Significant cost savings were achieved by maximizing the use of “B occupancy” space for a diverse array of programs and functions typically located within the hospital:

- Atrium
- Retail
- Concierge/Information
- Cafe
- Cancer Center
- GI Suite
- Pharmacy
- Staff Lounge
- Rehab Therapy/Gym
- Pain
- Testing and Treatment
- Family Waiting
- Chapel
- Conference Center
- Donor Lounge

**Core & Shell Construction Savings:**

| 37% | $4.8M | $84/SF |
Sustainable Design and Energy Savings

- **Sustainability Goals and Objectives**
  - LEED Certification was evaluated
  - Project team opted to focus on energy efficiency
  - Worked collaboratively with Puget Sound Energy (PSE) to target energy goals and identify design features / mechanical specs to achieve the goals

  *Successful in obtaining $4.2 M in grant money from PSE*

- **Energy Efficiency**
  - High-efficiency heating and cooling systems
  - Electricity-saving lighting
  - Sophisticated insulation and wall materials

- **Green Initiatives**
  - More than two miles of Douglas fir planks recycled from high school bleachers
  - Electronic medical records
# Patient Experience

<table>
<thead>
<tr>
<th>More Efficient</th>
<th>More Accessible</th>
<th>More Flexible</th>
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<tbody>
<tr>
<td>Retail Shops</td>
<td>Café</td>
<td>Healing Garden</td>
</tr>
<tr>
<td>Atrium</td>
<td>Gathering Areas</td>
<td>Physician and Staff Integration</td>
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## Schedule: Speed to Market

Through closely monitoring and coordinating the project schedule with the design and construction teams, this project saw its first out-patient just **17 months** from breaking ground.

<table>
<thead>
<tr>
<th>Project Milestone</th>
<th>Phase 1 (MOB and ACC)</th>
<th>Phase 2 (Hospital)</th>
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<tbody>
<tr>
<td>First Patient</td>
<td>7/14/2011</td>
<td>11/01/2011</td>
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April 2010

September 2010

July 2011
Lessons Learned
Lessons Learned

- Establish foundational objectives at the outset of the project
- Invest appropriate time and resources to stress-test project assumptions at the outset in order to avoid costly project reconfiguration mid-stream
- Hire / assign key department leaders early in the process
- Develop an ongoing communication plan to reinforce the project’s vision and objectives within both your organization and your community
- Identify appropriate opportunities for securing project input from your organization and your community
- Create a project culture that reflects your objectives
- Engage project team members who are both technical experts and a cultural fit
- Empower creative and collaborative problem solving to overcome inevitable project challenges
Questions & Answers
Please direct all inquiries to:

webinars@hammesco.com