

Designing the New Landspítali University Hospital

The Voice of the Reykjavik Community

Prepared by Planetree - NPO
May 7, 2007



Landspítali University Hospital

Focus Groups: March 19-23, 2007

- ***11 Patient Groups:**
 - In-patients, out-patients, family members, mothers & babies
- **9 Employee/Staff Groups:**
 - Non-supervisory Staff (5)
 - Management Staff (2)
 - Physicians (2)
- ***3 Community Groups**
 - Women's Ring Group

(*translation services were offered to several of these groups)

FOCUS GROUP RESEARCH

- *An excellent tool* for understanding how people feel or think about issues, ideas, products or services
- The use of neutral moderators in safe environments encourages comments of all types: *positive and negative*
- An important goal in conducting design focus groups is to find out *how we can improve on existing facility features in the future to better meet the needs of users*
- Three groups of like participants *ensures idea saturation*

Focus Group Format

- **Introduction to Patient-Centered Concepts**
 - Access to Information & Family Involvement
- **Exploring Examples of Best Practices in Evidence-based Design**
 - Parking & Signage
 - Hospital Entrances
 - Waiting Areas
 - Patient Care Areas
 - Technology
 - Interior Elements
 - Staff Spaces (employee groups only)
- **Priority Lists**

Focus Group Priority Lists

Groups asked to respond to 3 statements:

- These are the things that I think are most important and should be included in our new hospital.
- These are some of the things I would like to see, but aren't absolutely necessary.
- These are some of the things we talked about that I really would not want to see in our new hospital.

Patient Priorities



Patient Priority #1:

Single rooms with bathrooms

- “Research shows that family is extremely important, having your family can shorten the healing time, it is economical and the hospital should have single rooms in the new facility to support this.”
- “I shared a room with a patient in the ER with a contagious disease, I thought it was a terrible thing.”
- “Those who are staying in the hospital for a long time should have their own room; otherwise it is like living in a train station!”

Patient Priority #2:

Welcoming atmosphere (artwork, warm colors, soft lighting)

- “You do not feel welcomed when you come in the lobby here, it is very cold and impersonal. I would like an open area for eating and services like cafés.”
- “The waiting room here is horrible. It is like a box. When you are a cancer patient it is depressing.”
- “I like light colors on the walls; it is not necessary to have all walls in a hospital white. It is more homey to have colors on the walls.”
- “It is the feeling when you walk into those rooms (with back lit ceiling panels); you don’t feel so sick.”

Patient Priority #3:

Spaces for families

- “The family can come and visit, but they can’t stay with you, except out in the hallway. They might disturb the other people in the room.”
- “When you are very sick you need support from your family. You need to have someone look after you and make sure that everything is being done.”
- “They have a little cot bed (in pediatric psych unit) but it is not good; it is always hard to sleep in a hospital and to have a child there.”

Patient Priority #4:

Library for patients, families and community members

- “The Internet is good, but you don’t know which information is good or bad. I think it is a good idea, the patient library, you could do some research, get some assistance and know what questions to ask.”
- “Internet café with health-related books and videos as well— that would be interesting for visitors and patients.”

Additional Items Patients Would Like To See Included, If Possible

- Healthy food choices, children's menu, more flexible meal schedules

“I like the idea of Planetree of having several small kitchens that both family and patients could cook and prepare meals. And having volunteers baking would be wonderful.”

- Gardens

- Internet Access

“It is always better to have more information, and it is up to you to make your own choices about treatment, you should not just depend on the doctor. Everyone in Iceland uses the Internet.”

Items Patients Would NOT Like To See Included In The New Hospital

- Sterile, cold rooms
- Big entrance of glass/a lot of windows

“I think the glass is too glamorous. The hospital belongs to the nation it has to be practical. I don’t want to see so much money put into the entrance – it is my money. We can have glass but don’t need it to be so fancy.”
- Uncomfortable bunks for parents

Enhancing the Current Hospital Experience: Additional Patient Suggestions

- **Improve patient education resources**
 - Develop patient pathways for common diagnoses
 - Implement open medical record with Patient Progress Notes and Parent Progress Notes section
- **Expand the use of volunteers in the hospital**
 - Work with high schools and colleges to offer academic credit for volunteer work
 - Use medical students to staff a patient library/resource center

Enhancing the Current Hospital Experience: Additional Patient Suggestions

- **Develop patient & family advisory groups**
 - **Pediatric Family Council**
 - **Psychiatric Services Council**
 - **Adult Medical Services Council**
- **Develop guidelines to limit overhead paging**

Staff Priorities

A green-tinted world map showing the continents of North America, South America, Europe, and Africa. The map is centered on the Atlantic Ocean and is rendered in a dark green color against a black background.

Staff Priority #1:

Single rooms for all patients (with space and accommodations for family)

- “I have been to a single patient room hospital and they had a cot for the family and I really loved the idea of the way that was designed. In a perfect world that is what I would like.”
- “We have a double bed and baby stays in one of the units. This is available only for healthy women who are planning on going home in 24 hours. It isn’t available for women who have had c-sections – the husband can’t spend the night.”
- “We use a lot of sleeping medicine in the hospital because of the double and triple room situations.”

Staff Priority #2:

Good, healthy food choices in the cafeteria

- “The restaurant/lounge for the staff would be good. We get the same food without salt that the patients do and I don’t have a heart problem! Outsource the cafeteria!”
- “That is what we like about Planetree, that you can order food when you want it.”
- “Maybe the patients could go to a living room and eat. The kitchen could be smaller. They could go in there and choose what they want to eat. It is very Icelandic to gather around the kitchen and drink coffee and talk.”

Staff Priority #3:

Warm, welcoming atmosphere (warm colors, soft lighting, less noise, more nature)

- “A lot of light inside...daylight. Trees inside are very positive as well. Lighter colored woods and the furniture has to be comfortable.”
- “It is very nice to hide the technology behind pictures or cabinets, and I think we have to think about the ceiling; that is what they see all the time.”
- “I think it is very important for us to change the culture in such a way that we greet everybody who comes to us for services. I would like to see a welcoming committee or person to assure that the person is directed.”

Staff Priority #4:

Easily accessible parking house

- “It is very difficult to park here; it is a nightmare for patients, families and staff.”
- “Free patient valet parking and separate parking for patients and staff; multilevel parking.”
- “Remember staff needs to have good access to the hospital. Happy staff who do not have a problem parking would be an asset.”

Staff Priority #5: Spaces for families

- “Basically most of our rooms have 2-4 patients... you want to have the family by the patient’s side but you have to think about the other patients.”
- “It is common in OB-GYN for relatives to spend much time in the hospital with their family members. We should build a hospital with room to accommodate this.”
- “For better or worse, in the future we need to rely on family members due to staff shortages...there will be a shift in how care is provided.”

Staff Priority #6:

Patient Library/access to information

- “Maybe if it is a mix of a waiting area and a library they would use it while they wait for a loved one.”
- “A library as a diversion when people have to wait. There are magazines there but the wait is long and that is not enough. I think it is important to think about the relatives and patients too and have a place where people can go together to look up information.”
- “A place like Barnes & Nobles, with a coffee shop, computers, and use medical students to staff it. This is a great idea!”

Items Staff Would Like To See In The New Hospital If Possible

- **Gardens**

“It is important that there is some connection with the outdoors – an area with trees and flowers to sit and drink coffee.”

Items Staff Would NOT Like To See Included In The New Hospital

- **Carpets**
“Carpets haven’t worked well. Because of the snow and ice with salt that comes in.”
- **Animals, pets in acute care setting**
“It is just forbidden to have animals in the hospital because of infection and allergies.”
- **Cold, sterile environment**

Enhancing the Current Hospital Experience: Additional Staff Suggestions

- **Improve Patient Education Resources**
 - Patient Pathways
 - Internet Access at the bedside
 - Patient Library staffed by medical students
 - Patient Progress Notes in medical charts
- **Support More Family Involvement**
 - Pilot test a Care Partners program
- **Create a More Welcoming Culture**
 - Greeters at entrances
 - Staff education and training in customer service

Community Member Priorities



Community Priority #1:

Warm, welcoming environment for patients and family

- “I am a strong believer that when you are sick the hospital has to be as warm and welcoming as possible. Don’t create a sickness place.”
- “I think it is very important to be greeted and welcomed and we don’t have that. It isn’t in our nature or culture to be welcoming at first. After a few drinks we are!”
- “The village streets sound interesting – you want to have life. You don’t want the space that is designed in a very professional way but they forgot the people. A café would draw people in and the staff could go down there too.”

Community Priority #2: Good, healthy food choices in cafeteria

- “The food is cooked in a very big kitchen for many people...you wouldn’t want to eat it for days and weeks and months.”
- “It would have been nice to be able to go to the canteen or order a tray and eat with the family.”
- “A café in the entrance...serve soups, breads, salads – light things.”

Community Priority #3:

Privacy for patients

- “Design the hospital so that everyone doesn’t overhear all of your private affairs when you register.”
- “I have heard people say they have to recover from being in the hospital, they can get no rest in a room with many room mates.”
- “It is talked about in the community about places for the elderly. They have to have 4, 5 or 6 people together and no one is happy about that.”
- “Do you think in modern times we are stressing privacy too much? My grandpa liked to meet people when in hospital.”

Enhancing the Current Hospital Experience: Additional Community Suggestions

- **Improve Patient Education Resources**
 - Open medical records with patient progress notes
 - Patient involvement in treatment plans
 - Patient Pathways
- **Use Greeters at Hospital Entrances**
- **Offer Roaming Pagers in areas with long waits**



**Five Consensus Priorities
for the
New Landspítali University Hospital**

#1: Single patient rooms with bathrooms and family accommodations



Evidence-based Design: Single patient rooms are better medicine

- **Better communications, reduced transfers, fewer medication errors, decreased infection rates, and comfortable inclusion of the family** - *Hendrich 2004*
- **Single patient rooms decrease the risk of hospital-acquired infections** - *Chaudury, Mahmood, and Valente 2003*
- **Enhanced patient perceptions of pleasantness, cleanliness, courtesy of housekeepers, temperature, noise and “how well things worked”**
- *Kaldenberg, 1999*

#2: Warm, welcoming atmosphere with warm colors, soft lighting, plants and less noise



#3: Good, healthy food choices in Cafeteria/restaurant/coffee shop



#4: Spaces for families



#5: Patient Library/Resource Center



Design Recommendations



Design Recommendations

- ◆ **Parking and Building Access**
- ◆ **Signage and Way-finding**
- ◆ **Welcoming Atmosphere and Community**
- ◆ **Softening Technology**
- ◆ **Patient Floors**
- ◆ **Green Design**
- ◆ **Suggestions for Current Facilities**

Design Recommendations

Parking & Access

- Close & Available
- Easily Identified & Remembered
- Assisted Parking
- Shuttle Service
- Connections between Parking and Buildings
- Covered Entrances



Design Recommendations

Exterior & Appearance

- Use of Color
- Presence of Nature
- Warm and Inviting
- Appropriate use of Glass for Natural Light
- Multi-level
- Ease and Comfort of Entry



Design Recommendations

Signage and Way-finding

- Specialist / Designer Engaged
- Familiar Images and Colors
- Use of International Symbols
- Training and Tools for Staff
- Consistent Conventions Throughout
- Available in Multiple Forms
 - Online Prior to Visit
 - External Locations
 - Directional Kiosks



Design Recommendations

Welcoming Atmosphere and Community

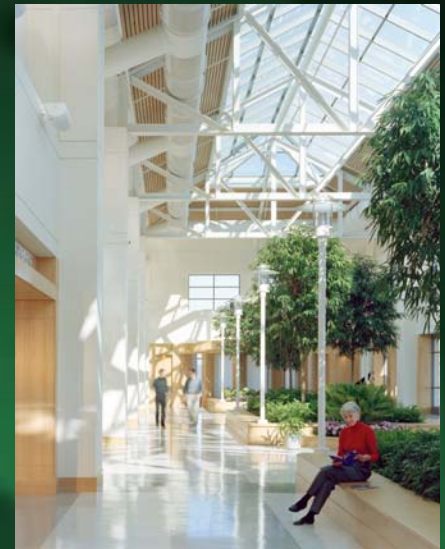
- Conveniently Located Staff Near Entrances
- Warm, Friendly Lobbies
- Desks and Work Areas
Communicate a Desire to be of Assistance
 - Accessible to all



Design Recommendations

Welcoming Atmosphere and Community

- Warm and Natural
Light and Colors
- Health Library
- Cafe with Healthy Food
- Plants and Trees
- Variety of Spaces
 - Community Gathering
 - Intimate Seating Groups
 - Accessible from Above



Design Recommendations

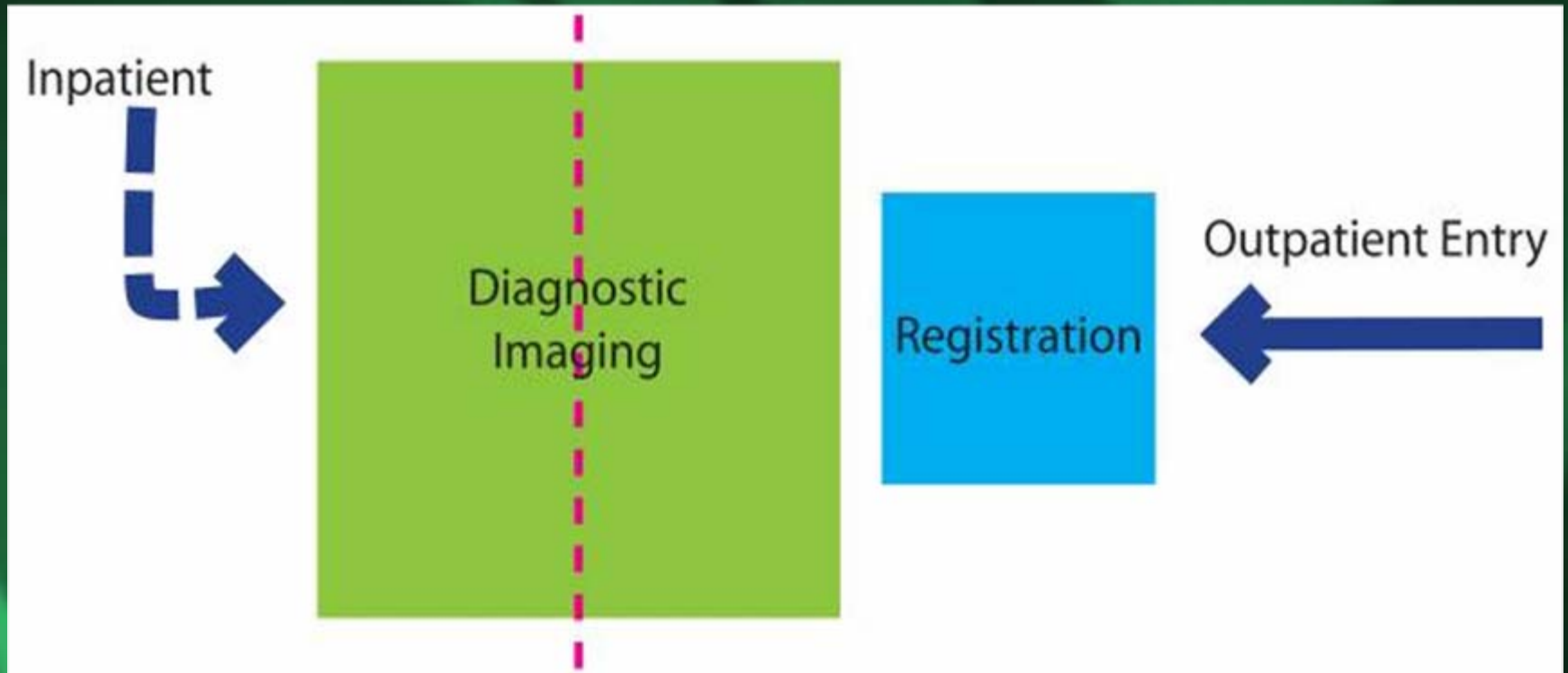
Softening Technology

- **Lighting**
 - Variety of Sources
 - Indirect, Dimmable, Patient Controlled
 - Soft Light Color
 - Backlit Artwork
- **Cabinetry and artwork that hides technology**
- **Privacy for procedures**



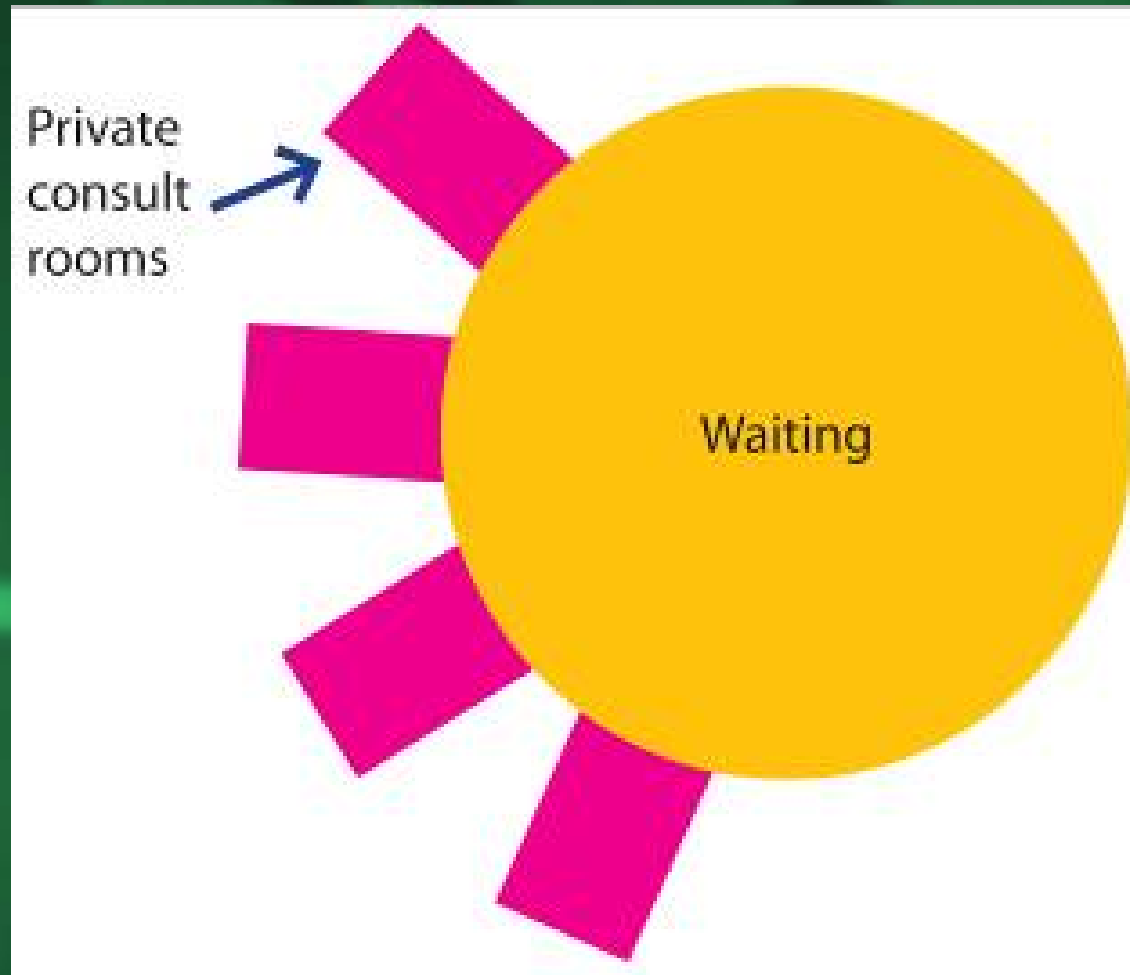
Design Recommendations

- Privacy and Patient Flow



Design Recommendations

- Addressing Privacy Needs During Registration and Admitting



Design Recommendations

- Addressing Privacy Needs



Design Recommendations

Patient Floors

- Welcoming First Impression
- Corridor Design
 - Grid and Contour
 - Lighting and Color
 - Artwork
 - Planned Seating
 - Natural Materials
- Storage and Clutter Control



Design Recommendations

Patient Floors – Patient Rooms

- Single Bedded Rooms
- In-Room Toileting
- Space for Clothes and Personal Items
- Accommodation for Family and Visitors
- Natural Light and Materials



Design Recommendations

Patient Floors – Reception and Nursing Stations

- **Reception**
 - Easy Identification
 - Staffed
- **Nurse Stations**
 - Accessible Design
 - Recognizable and Enhances the Healing Environment
 - Effective and Efficient for both Patients and Staff



Design Recommendations

Patient Floors

Remote Nursing Stations

- Design and Location Enhance the Healing Environment
- Self Sufficient
- Decreases Noise Levels

Staff Lounge/Rejuvenation Spaces

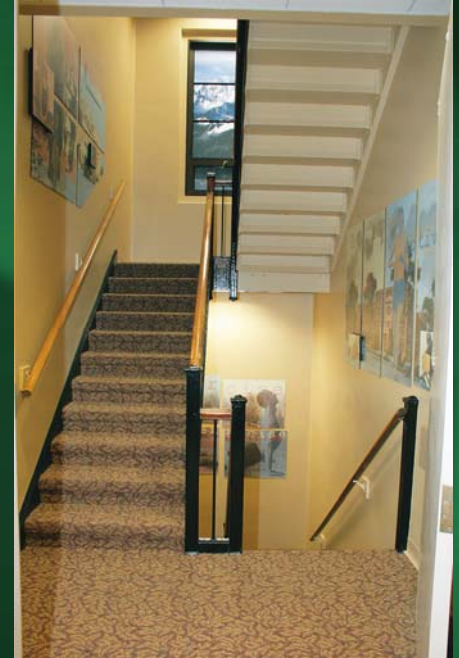
- In Proximity to Work Space
- Quality Equal to Care Areas
- Titled to Reflect Purpose



Design Recommendations

Staff spaces to support wellness

- Employee fitness centers
- Exercise classes
- Massage
- Stairwell redesign



Design Recommendations

Green Design

- Maximize the Natural Strengths Found on the New Facility Site
- Use of Low VOC Products throughout Building
- Energy Efficient Lighting Design and Natural Light
- Green Cleaning Products



Design Recommendations

Indoor Gardens

- Plants
- Natural light
- Protected from weather



Meditation Garden



Design Recommendations

Existing Hospital Facilities

Recommendations: Existing Facilities

Children's Hospital / Children's Psychiatric Facility

Children's Hospital

- **Increase Waiting Area Capacity and Visitor Distribution**
 - **Implement a Restaurant Style Pager System**
- **Expand Opportunities for Overnight Accommodation for Families**

Pediatric Psych Facility

- **Organize a team of staff, parents, patients and administration to conduct a thorough needs assessment for space planning to improve current facility challenges**

Recommendations: Existing Hospital Facilities

General Recommendations

- Improve the Exterior Parking and Building Signage – Both Sites
- Develop a Team for Internal Building Way-finding - Both Sites
- Establish an Evidence-based Arts Standards Team – Both Sites
- Organize Opportunities for Local Artist to participate in the Hospitals – Both Sites
- Create an Interior Standards Guide and Policies – Both Sites



Recommendations: Existing Hospital Facilities

Main Entry/Lobby Recommendations

- **Improve Signage – Both Sites**
- **Repositioning/reconstructing Current Staffed Reception – Both Site**
- **Enhance or Create a Café Style Experience for Visitors and Staff - Both Sites**
- **Consider Development or Expansion of Current Seating Options both the Inside and Outside - Both Sites**
- **Develop and Pilot Assisted Parking Program for those with Special Needs or a Specific Service Line – Both Sites**



Recommendations: Existing Hospital Facilities

ICU and Emergency Room – Former City Hospital

- Create storage relief for equipment even if only temporarily - ICU
- Identify and establish focal points for the placement of artwork for distraction and relief - ICU/ER
- Lighting should be reviewed and adapted as needed to accentuate the art and soften the corridor space - ICU/ER
- Install sound dampening and masking technology in patient rooms and corridor – ICU/ER
- Create ways for patients and families to personalize the patients space - ICU
- Change to clear glass in entry door and install bench seating outside entry landing – ICU
- Improve partition curtains to enhance privacy - ICU/ER
- Enhance planned seating options in the corridor - ER

Recommendations: Existing Hospital Facilities

Patient Care Floors

- Reclaim Landing Areas Between Patient Floors – Both Sites
- This will create needed common space for families, patients and visitors on each floor
- Connects patient care areas in a more meaningful and less fragmented way
- Access to natural light and adequate space for multiple activities and seating groupings



Recommendations: Existing Hospital Facilities

Patient Care Floors

– Both Sites

- Entry space onto each floor should be developed to create a welcoming first impression
- Formalize the use and style of artwork to be used in the facilities
- Create planned seating in small groupings along care corridors
- Where available at the end of halls maximize the use and quality of the space
- Develop Best Practice Teams to extend the good work happening in places like the Kidney Floor, ER follow-up, Diabetes and others



Questions?



Final Suggestions...

- **Use the report document to it's fullest potential:**
 - **A design reference document as you continue to work with the project's architects**
 - **An important statement expressing the preferences of your community, your patients and your staff members that can guide future decision-making when resource allocations are to be made**
 - **A public relations tool to continually highlight the expressed desires of the Reykjavik community as the project moves forward**
 - **Share the results with staff, patients and community so that they feel fully informed**

Final Suggestions...

- **Consider Planetree membership as a way to address some of the current issues and ideas that emerged**
 - **Planetree Staff Retreats: education around sensitivity and responsiveness to patients and families, and team spirit and communication across the organization**
 - **Planetree Initiative Teams: engagement of staff in a process of team-based innovation focused on identified priorities: family involvement, patient education, welcoming culture, healing environment, and nutrition and wellness practices**
 - **Continued assistance with implementation of some of the suggestions for the existing facility that are included in the report document**

Final Suggestions...

- **Next steps if membership is selected:**

- 1) **Planetree to return and present staff information sessions on proposed teams and team-based initiatives; assist with recruitment of team members, and the development of team priorities and action plans**

- 2) **Patient-Centered Care Leadership Summit for all members of hospital management to focus on the role of leaders in supporting patient-centered culture development**

- 3) **2-day Orientation of Planetree Coordinator(s) at our Connecticut headquarters**

- 4) **Design of culturally-appropriate Staff Retreats and facilitator training on-site at Landspitali**

Final Suggestions...

- **Consider setting a vision and goal for the new Landspítali Hospital to become one of the first international hospitals to achieve formal Planetree Patient-Centered Hospital Designation**
 - **Recognized by the Joint Commission on Hospital Accreditation**
 - **42 patient-centered criteria in eleven categories including :**
 - **Access the information**
 - **Family-friendly policies**
 - **Supportive human interactions**
 - **Healing environment**
 - **Healthy community/green design**