

IRHA 2019 Conference

IMPROVING ACCESS TO QUALITY CARE

identifying the right time, finding the right solution
and protecting your investment



SPEAKERS

presenting today



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Schneck Medical Center

Vice President of Finance & CFO



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arcDESIGN

Principal in Charge of Healthcare



JASON FEE

Schneck Medical Center

Director of Facilities



DAN LOWE

Pepper Construction

Vice President, Healthcare

CHALLENGES TODAY

faced by rural healthcare systems

Comprehensive healthcare services

Low physician-to-patient ratio

Access to care

Socioeconomic status of community

Urban counterparts



WHAT NEEDS TO HAPPEN

to best serve our communities

During this presentation

1. How identify the right time to expand
2. How define a clear vision
3. How to protect resources & investment

KEY STEPS TO PROCESS...

- Long-term strategy planning
- Provide right level of services
- Attract top quality physicians
- Maximize space & expand facilities

IDENTIFYING THE RIGHT TIME TO EXPAND

key first steps



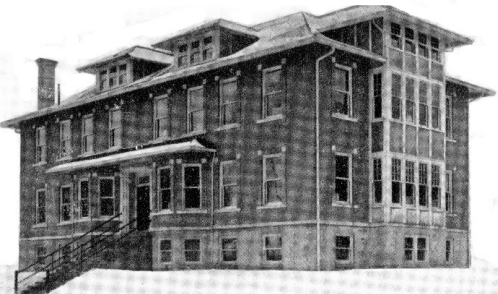
HISTORY OF SCHNECK MEDICAL CENTER

a journey of excellence; nationally recognized

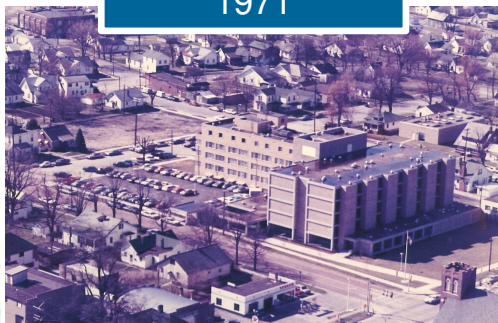
100+ years serving Jackson, Jennings, Scott & Washington counties

- 93 beds, licensed for 165
- 1,000+ employees
- 9,300 inpatient days per year
- 685 births in 2018
- 29,000 annual ED visits
- 6,800 annual surgeries

1911



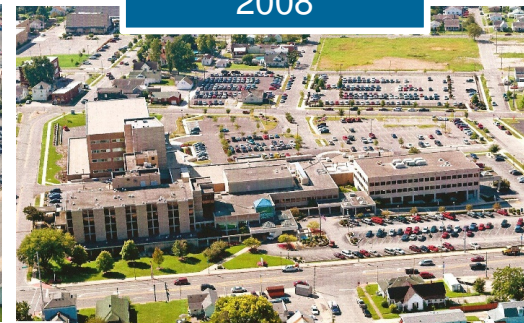
1971



1993



2008



STRATEGIC & MASTER FACILITY PLANNING

Baldrige Performance Excellence Program

Journey to Excellence [three-year look-ahead planning]

- Focus on improvement
 - Listen to the voice of customers & stakeholders
 - Determine where we are
 - Benchmark & compare against others
 - Integration of results with decision-making (data-driven)
-

Remain independent

More physicians

Maintain financial security

Improve patient access to care

More office & service space

Serve needs of our community

SERVICE & FINANCIAL ANALYSIS

look at needs and how can get there

Identify gaps in care

- Where focus physician recruitment efforts?
- Where will new physicians / services be housed?
- Do we need to expand our facilities?

Master planning

- What will we need to have in place to support growth?
- Will we need to borrow to finance?

FOCUS ON...

1. Expanding surgical care
2. Clinic space for physicians
3. Reorganizing existing departments as part of space planning
4. Maintaining & improving patient experience

DEFINING A CLEAR VISION

keep an open mind



ESTABLISHING THE FRAMEWORK

engaging the right people and gathering information

Integrate with master facility planning

- 10-month process
- Physician recruitment
- Financial impact
- Cross-reference data with user wants

Meet with user groups

- 24 meetings over two weeks
- Understand workflows
- Inform facility & space planning

TOP PRIORITIES...

1. Need approx. 80,000 SF
2. Done by June 2019
3. Proximity to the hospital

PROFESSIONAL OFFICE BUILDING & PARKING

analysis of what works best

Location / Site analysis

- Land available
- Schedule
- Impact to rest of campus
- Patient experience
- Connectivity

Services within POB

- Hospital licensed clinics



PROFESSIONAL OFFICE BUILDING & PARKING

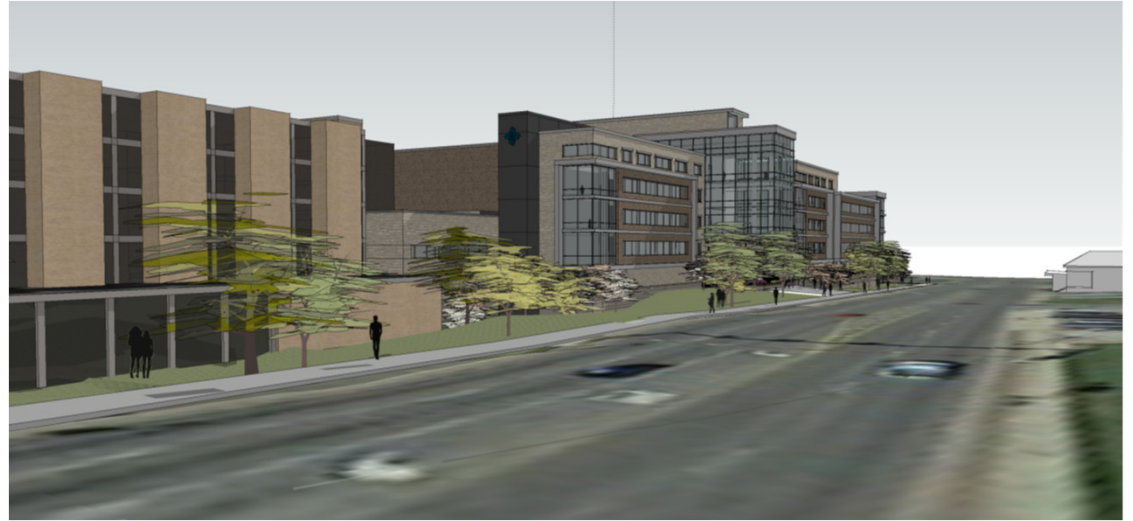
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A PARKING GARAGE?

making a parking garage not look like a parking garage

Aesthetic

Patient & staff access

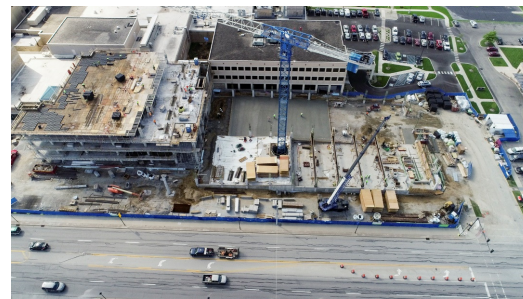
Tie-in to POB

Impact to campus

Longevity

ROI to Schneck

Community perception



TIE BACK TO THE STRATEGIC PLAN & BUDGET

confirm alignment with master campus facility planning

Is it within financial capabilities?

- Maintain strength & stability
- Understand potential for lower margins during construction

What can wait?

- Long-term vs short-term

Next step

- Engage CM partner to confirm costs



PROTECTING YOUR RESOURCES & INVESTMENT

proactive planning focused on the vision



FINDING THE RIGHT CM PARTNER

rounding out the team

Explore a different delivery method

- CM at-risk

Talk to peers in industry

Characteristics to look for

- Aligns with your mission, culture & vision
- Understands what's important
- Proven track record
- Listens and learns your workflows
- Takes a collaborative approach
- Communicates, communicates, communicates

SCHNECK'S VALUES

Integrity

Compassion

Accountability

Vision

Excellence

PRE-PLANNING & COMMUNICATION

keep everyone on the same page

Financial

People

Operations



FINANCIAL

confirm & manage costs

Verify costs

Value analysis

- Traditional approach vs. Pepper approach
- Hospital approval

Initial vs. long-term investment

- Cast-in-place parking structure

Plan for the unknown

Build in contingency

- Owner, design & construction

Never know what you may find

- Old gas station
- Old house foundations

[Collaborative & transparent process]

PEOPLE & OPERATIONS

maintain level of quality in care & experience

Impact to existing

Campus entrances

- Visualization & public safety

Parking & traffic patterns

- Early bid package
- Shuttle & guides
- Wayfinding signage



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[No decrease in patient / care volume]

PEOPLE & OPERATIONS

maintain level of quality in care & experience

Future needs

Buildout sequence

- Top down strategy

Parking garage

- Connectivity at each floor of POB



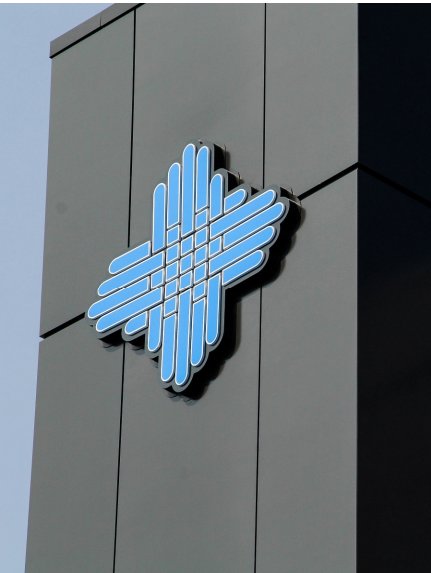
AT THE END OF THE DAY, A VISION FULFILLED

new expanded campus, care and services



THE NEW SCHNECK MEDICAL CENTER

increased access to care & improved patient experience



THINGS TO REMEMBER

best practices & lessons learned

Think long-term

Use the data

Find the right partners

Engage user groups

Keep an open mind

Be flexible

Community impact & interest

