Integrated Space Planning for the Academic Health Center

Joint Meeting of the Medical Center Operating Board and the Buildings and Grounds Committee

September 15, 2016
Integrated Space Plan

Consultant Team

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Andy Labov
Avery Miller
Integrated Space Planning

University of Virginia Health System is developing a comprehensive plan for space use in the coming decade. This plan dovetails with our strategic initiatives to improve patient experience, deliver services in a population-health mindset and raise the prominence of the Health System through excellence in patient care, research, and education.

January – March
Analytics, metrics and benchmarks
Outcome: Future space demand

April – June
Vision, opportunities, alternatives
Outcome: Preferred scenario

July – September
Resources, priorities, documentation and communication
Outcome: ten-year investment strategy
UVa HS Guiding Principles

• Support Organizational Transformation
• Provide Extraordinary Experiences
• Improve Health System Performance
• Optimize Investment Value
### Key Finding: Space Performance Summary

<table>
<thead>
<tr>
<th>Technical Grade</th>
<th>Functional Grade 1</th>
<th>Functional Grade 2</th>
<th>Functional Grade 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>190k, 4%</td>
<td>390k, 9%</td>
<td>690k, 15%</td>
</tr>
<tr>
<td>B</td>
<td>600k, 13%</td>
<td>150k, 3%</td>
<td>1.6M, 35%</td>
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<tr>
<td>C</td>
<td>570k, 13%</td>
<td>370k, 8%</td>
<td>0, 0%</td>
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</table>

**Glossary:**

- **Technical Grade** measures the physical condition of a building (A, B & C).
- **Functional Grade** measures a building’s ability to support the program, i.e. clinical, research, administrative (1, 2 & 3).
  - **Green** = very good condition
  - **Yellow** = fair condition
  - **Red** = poor condition

1. There are 135 addresses in the UVaHS building portfolio, 60 of which were graded in the above methodology because they were considered key to this engagement (4.5M NSF of total 6.5M NSF)
Update: Future Space Need

Analysis indicates growth and change may ultimately be accommodated in a smaller footprint.

UVa Health System Compared to Total UVa Assignable Square Feet

Health System Existing Inventory

Health System Future Space Needs
Medical Center Space Needs
Transform care delivery, improve access and patient experiences

Ready University Hospital to serve as a high-acuity hub
Realign and relocate ambulatory care
Reorganize and improve efficiency of support services
Ambulatory Care: Current State

Northridge 84k Visits
Fontaine 182k Visits
Primary Care Center 116k Visits
West Complex 132k Visits
Jefferson Park MOB 65k Visits
Battle 60k Visits
Couric Cancer Center 40k Visits
Pantops 24k Visits
Critical Considerations for Ambulatory Location Selection

1. Is new space required to achieve growth or improve the experience?
2. Is it important to access the service via public transportation?
3. Is proximity to ancillary services (ambulatory surgery, imaging, etc.) required?
4. Is the practice currently a ‘provider-based clinic,’ and will relocating it endanger that status?
5. Are there clinical research programs or other ties to research efforts to be considered?
6. Does the move positively impact our on-grounds parking/traffic situation and, thereby, the patient experience?
Clinical Space: Sequence and Timing

- **2018**
  - Orthopedics and HealthSouth at Ivy Mountain
  - Couric Renovations

- **2020**
  - Multi-Specialty Ambulatory at Fontaine
  - Consumer-Oriented Ambulatory
  - On-grounds Ambulatory

- **2022**
  - Strategic Renovation to University Hospital
  - Backfill Fontaine, Northridge, PCC

- **2024**
  - Clinical Lab Redevelopment

- **2026**
  - Decant West Complex, McKim
SOM Space Needs

Planning Context

- Increase research portfolio to move UVa to a top 25 health system
- Increase contract and grant activity to $250M in 5 years and $300M within 10 years
- Hiring and retaining highest caliber faculty
- Enable reorganization with emphasis on inter-disciplinary and multi-disciplinary activity
- Invest in the medical education environment to continue to attract top candidates
- Address aging infrastructure
Education Space Strategy
Instructional Space, Simulation/Clinical Skills, Community Space
(Excludes Office and Support Space)
Research Space Strategy

Need 600,000 ASF of PI Laboratory & Office Space to Accommodate $300,000,000/Year Enterprise

<table>
<thead>
<tr>
<th>Start FY 2016</th>
<th>Release MR-4 &amp; West Complex</th>
<th>Upgrade Jordan Hall</th>
<th>Grow, Replace and Renovate Research End FY2025</th>
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<tbody>
<tr>
<td>750,000 ASF</td>
<td>500,000 ASF</td>
<td>500,000 ASF</td>
<td>650,000 ASF</td>
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<td>250,000</td>
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<td>315,000</td>
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<td>500,000</td>
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600,000 TARGET ASF LAB/OFFICE AT $300M/YR
Research Space: Sequence and Timing

<table>
<thead>
<tr>
<th>2018</th>
<th>2020</th>
<th>2022</th>
<th>2024</th>
<th>2026</th>
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<tbody>
<tr>
<td><strong>Old Jordan Renovation – Phase 1</strong></td>
<td><strong>New Translational Research Building</strong></td>
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<tr>
<td>Move select staff to Fontaine (Aurbach)</td>
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<tr>
<td><strong>Old Jordan Renovation – Phase 2</strong></td>
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<tr>
<td><strong>New Jordan Renovation – Phase 1</strong></td>
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<tr>
<td><strong>New Research Office and Med Ed Building</strong></td>
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<td><strong>Aurbach Renovation</strong></td>
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<tr>
<td><strong>New Jordan Renovation – Phase 2</strong></td>
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<tr>
<td><strong>Renovate MR5 and 6</strong></td>
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<td><strong>Decant Cobb, Barringer</strong></td>
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<tr>
<td><strong>Decant West Complex, MR4, McKim</strong></td>
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Integrated Space Plan: Existing

Fontaine Campus

Main Campus

Ivy Mountain Campus
Integrated Space Plan: Recommendations
Existing Conditions 2016
Integrated Space Plan: Recommendations
Realized Ten Year Plan - 2027

New Translational Research Building
New Multi-Specialty Ambulatory Building
New Orthopedics Clinic
New High Acuity Ambulatory
New Administrative and Support Buildings