Gensler

Cleveland Clinic

Putting Cleveland Clinic, In Place

Findings and Implications from Mixed Methods Research for Place-Based Health

Nicholas Watkins, PhD, Gensler
Travis Laird, Cleveland Clinic
Travis Tyson, Cleveland Clinic
Michelle Gandolf, Cleveland Clinic
Richard Tyson, Gensler
James Crispino, Gensler

Who We Are

Nicholas Watkins, PhD
Performance Analytics Manager
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Travis Laird
Chief Business Operations Officer
Cleveland Clinic London

James Crispino
Global Practice Area Leader
Gensler

Richard Tyson
Intelligent Places Strategy Director
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Michelle Gandolf
Director, Market Research & Insights
Cleveland Clinic

Travis Tyson
Director, Architecture+ Planning
Cleveland Clinic

What We Are Going To Tell You

1. **The Evolution to Cleveland Clinic London's Inpatient Facility Model**
2. Research Informing Cleveland Clinic London's Model
3. Multi-Hospital P-O-E Findings
4. Intelligent Places - Healthcare Futures

Cleveland Clinic Is

Patients-first

Not-for-profit

Research

Education

210
Outpatient Facilities

18
Total Hospitals

5,895
Total Beds

2 Million +
Unique Patients

$8.9 Billion +
Operating Revenue

4.6 Million +
Outpatient Visits

66,000
Caregivers (Employees)

Recent Activations

2016

Cleveland Clinic Avon Hospital

2018

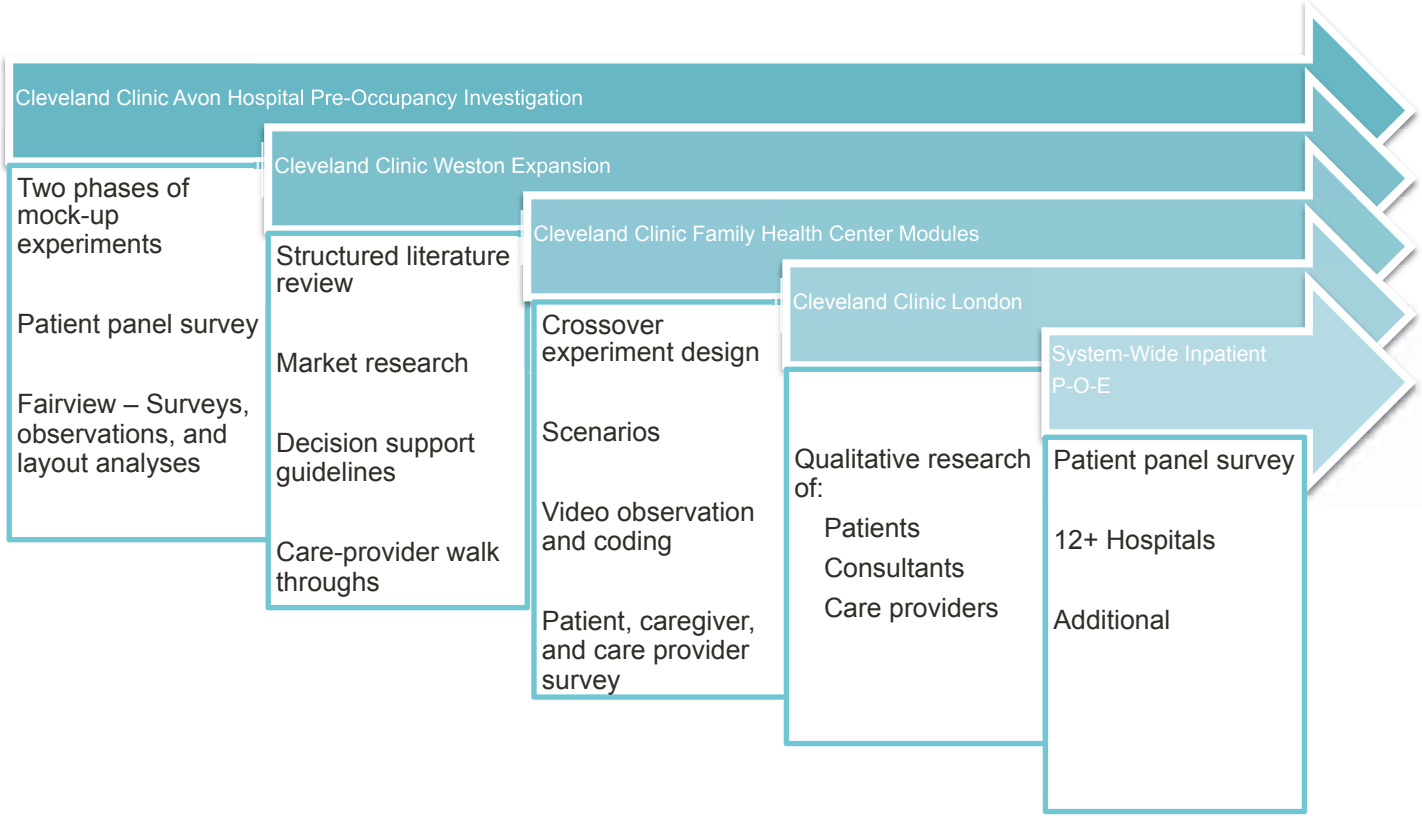
Cleveland Clinic Weston Expansion

2021

Cleveland Clinic London

Iterations Across Activations

2015



2021

Learning & Innovation

Brand Exposure

Global Integration

Gensler Cleveland Clinic

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Team

Cleveland Clinic Avon Hospital

- Rebecca Starck, MD, President
- Lacey Piper, Manager, Support Service Operations

Cleveland Clinic Center for Design

- Joseph Strauss, Director of Planning + Design
- Travis Tyson, Director of Architecture + Planning

Cleveland Clinic Market Research & Insights

- Michelle Gandolf, Director
- Scott Steele, Manager II

Gensler

- Nicholas Watkins, PhD, Performance Analytics Manager
- Johnny He, Strategist
- Alina Hoffman, Strategist
- Arielle Tylim, Researcher
- James Crispino, Global Practice Area Leader for Healthcare
- Richard Tyson, Connected Places Strategy Director

Participant Profile: <3 Yrs

Total of 664 (Pairwise) * Average Age: 66 Year * Range: 27 to 96 Years

Gender

36% **55%**

Missing = 9%

Age

19-39	6%
40-59	22%
60-69	**30%**
69-98	**33%**
Missing	9%

Household Income

Up to $25,000	7%
$25,000 - under $49,999	15%
$50,000 - under $74,999	**18%**
$75,000 - under $99,999	12%
$100,000 - under $124,999	8%
$125,000 - under $149,999	4%
$150,000 or more	7%
Prefer not to say/Missing	**29%**

Education

<High school	1%
High school	12%
Some college	23%
2-year college	10%
4-year college	25%
Postgraduate	22%
Missing	8%

Residence

Suburb	**63%**
City	33%
Rural area	4%

Marital Status

Married	**62%**
Separated/Divorced /Widowed	17%
Single	10%
Domestic Partner	3%
Missing	9%

Employment

Retired	**48%**
Full time	24%
Part time	8%
Student	0.5%
Looking	2%
Homemaker	3%
Missing	15%

Room Color

White	**52%**
Other	5%
Missing/NS	43%

Unit Type

MedSurg	**61%**
ICU	6%
Not Sure	12%
Other	11%
Missing	10%

Visitor

Yes	**77%**
No	11%
Missing/NS	12%

Final Factors: <3 yrs; MedSurg

1. Adaptive Environment

- Everything was as I expected it to be
- How well expectation for … was met
  - Social support
  - Cleanliness
  - Home-like experience
  - Hotel-like experience
  - An environmentally-friendly setting
  - Family-friendly experience
- Confidence
- Comfort
- Feeling Better
- Room was:
  - Healing
  - Inviting
  - Friendly

2. Nurse Empathy

- Nurse:
  - Talked to me
  - Made eye contact with me
  - Greeted me
  - Listened to me

3. Loyalty… to You!

- Recommend hospital:
  - To family and friends
  - Over another hospital
  - Tell my physician preference for this hospital

4. Things for Me and My Stuff

- Storage/closet space for my things
- Power outlets for my personal devices
- Bedside chair for me

5. Livable Aesthetic

- Room was:
  - Beautiful
  - Modern
  - High-tech
  - New
  - Cozy

What Else Is on Their Minds?

Adaptive Environment

Loyalty …To You!

Harmonious Aesthetic

Nurse Empathy

Things for Me and My Stuff

What Is on Their Minds?

Adaptive Environment

Adaptive Environment

Adaptive Environment

"Individual, warm, clean, new room. And, not as many interruptions as I had expected."

"I remember a bright light coming through the window and a beautiful view of metro parks."

"The hospital was very clean and overall everyone was very kind."

"I was surprised by how quiet it was at night and by how little conversation I heard from the nurses."

"My private room was spacious and pleasant."

Loyalty

Loyalty …To You!

Loyalty… to You!

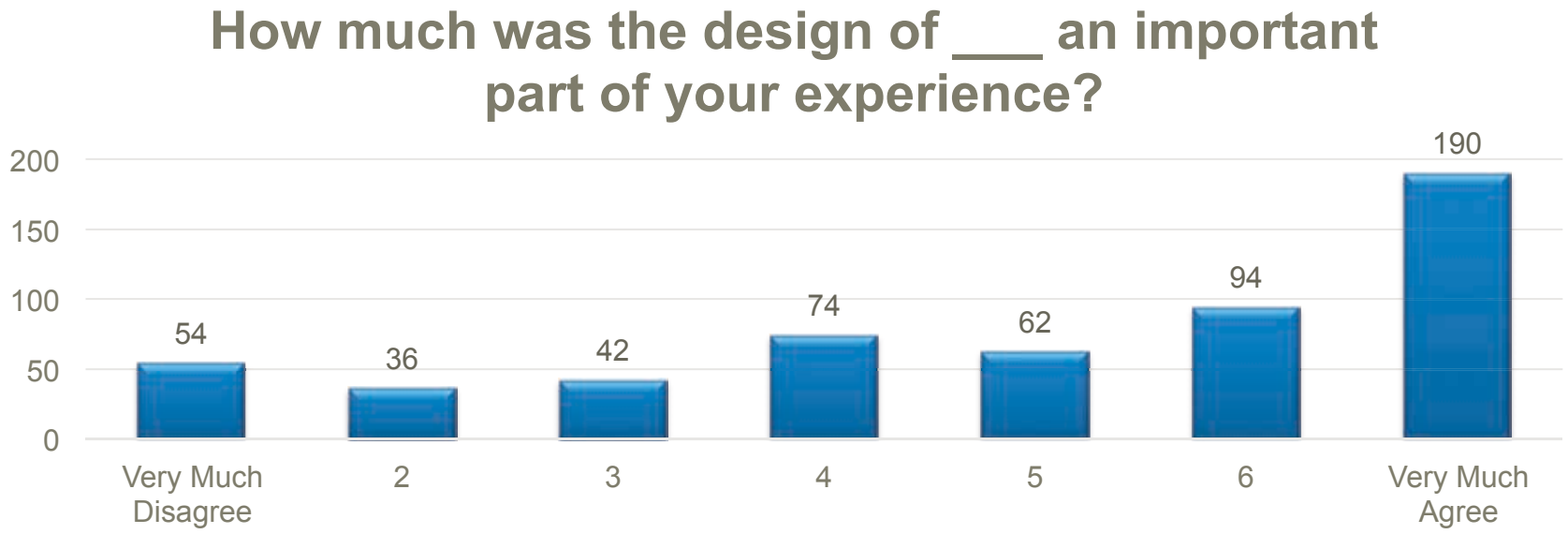
- Recommend hospital:
  - To family and friends
  - Over another hospital
  - Tell my physician preference for this hospital

Perceived and Physical Control

- Is the Essential Distinction of an **Adaptive Environment**
- Impacts **Patient Loyalty**
- Associated with **Good Memories of the Hospital**
- Related to **Consistent Hospital Design with the Cleveland Clinic Brand**

Consistency with Brand…

- **Is Important to Many of the Patients. They Do Value the Experience of the Hospital Design** and This, In Turn, **Influences Their Loyalty**



Consistency with Brand…Is Not What We Think

- **Yet, It Is Less about Finish and Surface Appearance …**

- More About An Appreciation of an **Adaptive Environment** and **Care Delivery**
  - Rating of the Bathroom
  - Ease of Adjusting Window Blinds on One's Own
  - Positive Care Delivery Experience

"I'm more concerned with the name Cleveland Clinic on a hospital not living up to the Cleveland Clinic reputation."

Likewise, What Is Contemporary Design?

- Also Is More About **An Adaptive Environment** and **Less About Finish and Surface Preferences**

- **Contemporary Design** was Conveyed By:
  - Highly rated seating for visitors
  - A private patient room

- Similarly, A High Rating for **Room Appearance** was Conveyed By:
  - The care provider preparation and work area
  - The bathroom
  - The bed

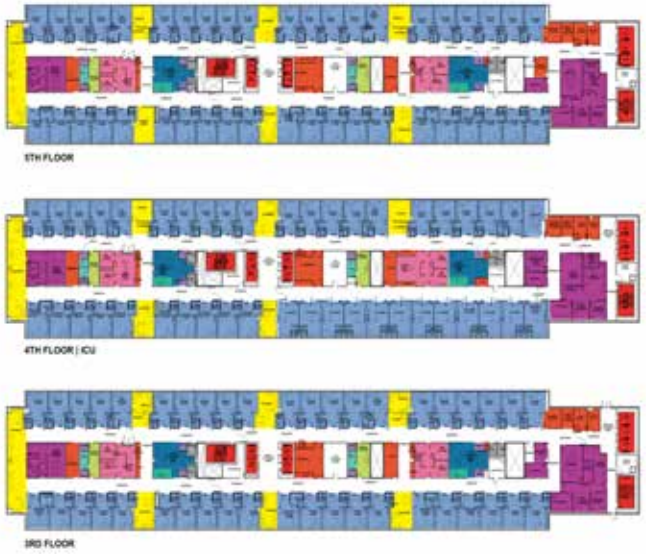
Adaptive Environment: Care Provider Prep & Work Area

- It Too is Associated with **Good Memories**

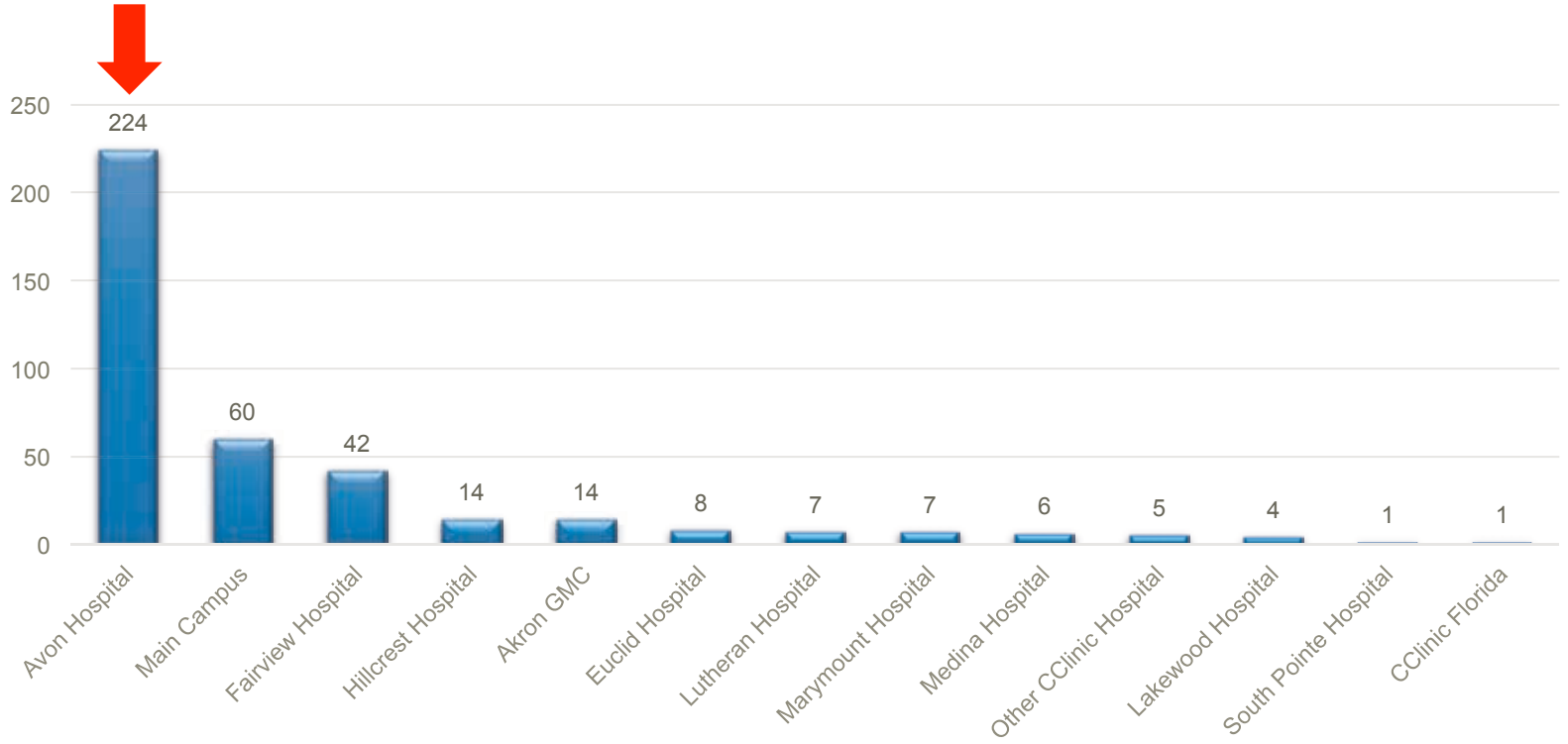
- Yet, Is More Than We Zone It As. It Includes:
  - Highly rated seating for visitors
  - Highly rated bathroom
  - Easy-to-view medical information

- To the Patient, the Care Provider Prep & Work Area Is Blurry Zone - **It Is the "Room Proper" and Its Afforded Activities**

Avon Hospital Setting



Our Sub-Subsample



Avon Hospital Rooms Versus Other MedSurg, Private Rooms

- **Patients Are Loyal** and Have Had No Doubt **Avon Was the Right Decision** Because It Is an Adaptive Environment

- Overall, the **Avon Rooms** Are the **Most Adaptive Patient Room** Environments in the System

- **Impressively** Long List:
  - The design mattered for experience
  - Things for me and my stuff
  - Appearance
  - Storage, power outlets for devices
  - Bathroom
  - Walk to the bathroom
  - Sink inside the bathroom
  - Care Provider Preparation and Work Area
  - Bed
  - Adjust bed
  - Adjust pillows and sheets
  - Adjust over-the-bed table
  - Get in and out of bed
  - Chairs
  - Window view
  - Looking out the window
  - Adjust window blinds
  - Access to room controls
  - Adjust room lighting
  - Room lighting at night
  - Adjust temperature
  - Ambulation around the room
  - Ambulation outside of room
  - Consistency with brand
  - Livable Aesthetic
  - Perceived control
  - Physical control
  - View medical information
  - Use outlets and power sources

However…

- **Noise in the Hallway** was Rated as Worse at Avon
- The Avon Rooms Look More **Clinical** and **Sterile**
- Nurses **Walk Around the Room More Often (i.e., less standing and sitting)**
- **Lower Ratings** on Care Provider Prep Area and Work Zone **("Room Proper")** Were Associated With the **Preference to Go to a Different Hospital in the Future.**
- **Why?**
  - Lower rating of **Adaptive Room Environment**
  - Lower rating of **Bathroom** and **Bathroom Shower**

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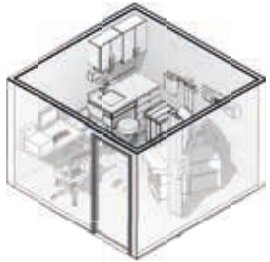
Mock-Up Process

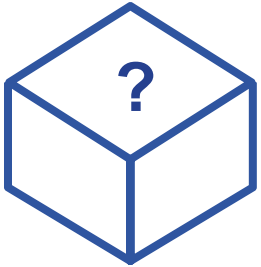


EXISTING CLINIC

Examine relationships between the exam room and waiting area features and patient experience, engagement, ED utilization, and missed appointments.

ADAPTED CLINIC

Apply the research findings to a renovated waiting area and a live mock-up of a new examination room.

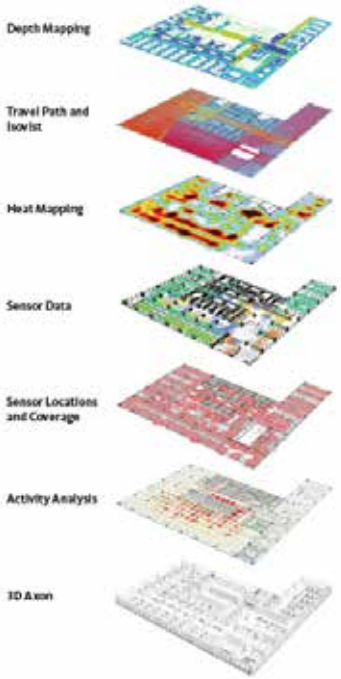


TRANSFORMED CLINIC

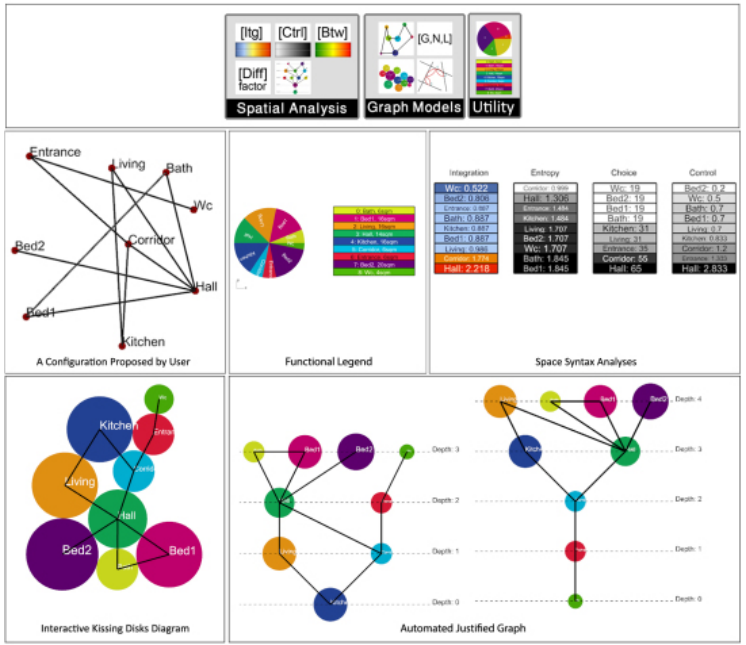
Identify design and digital strategies that can facilitate a step-down strategy from frequent clinic visits to healthy lifestyles in the community.

Spatial Intelligence

Data Layering



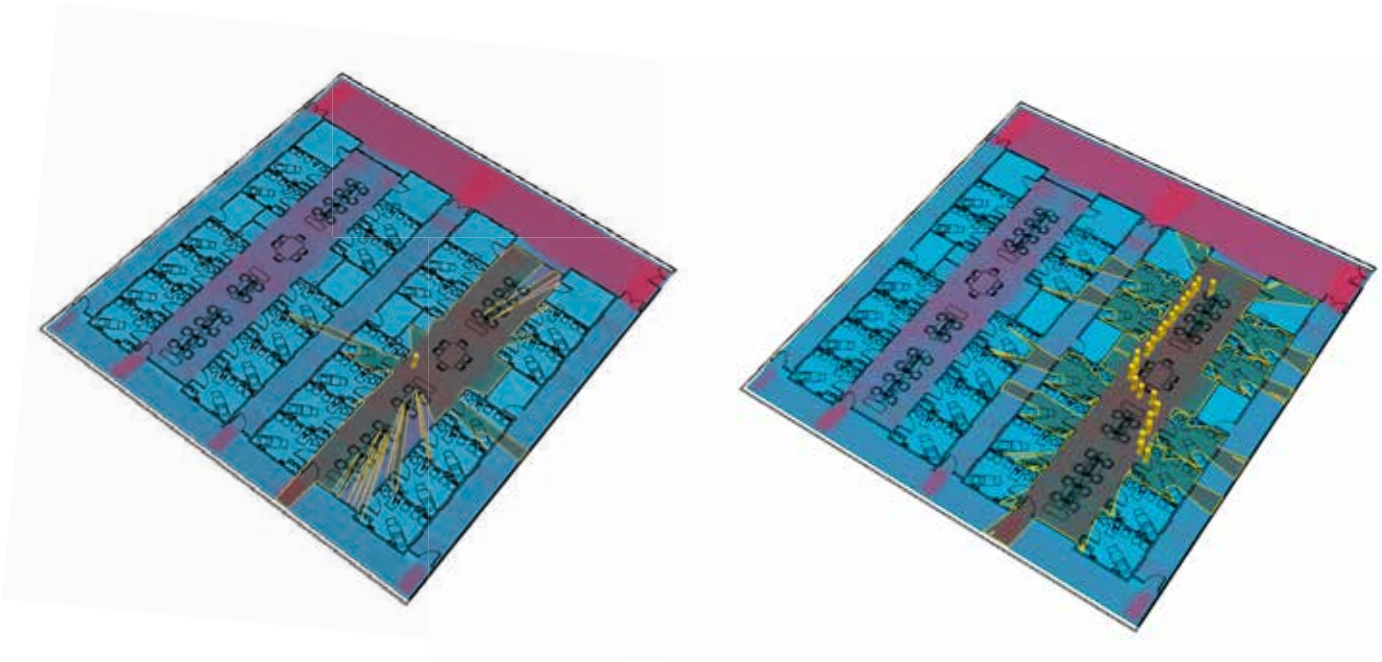
Generative Capabilities: Access x Travel



Similarly, the Team Members' Travel Paths are in Areas of Higher Access and Visibility to Patients and Other Team Members.

This is Related to Team Member Cohesion and the Patient Experience.

Team Members Cut Through Empty Exam Rooms to Reach the Patient Corridor and Transition Area.

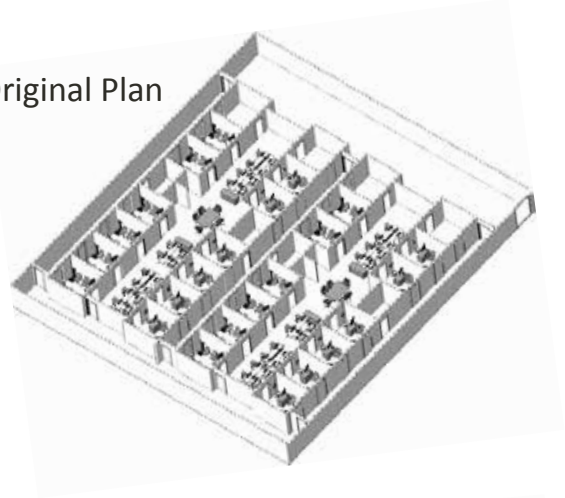


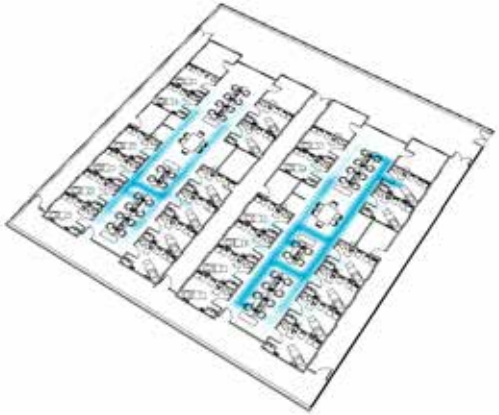
Generate:

Alternate Plan B is Created and Tested Against the Original Plan

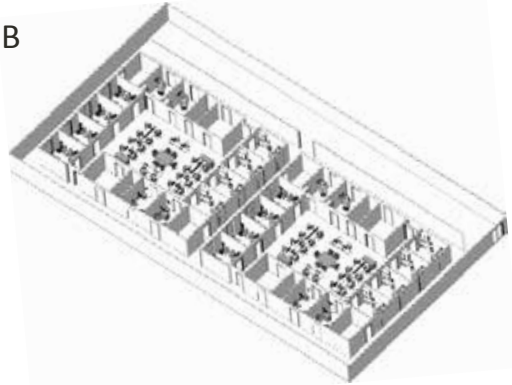
Team Member Activities and Interactions are Optimized in Plan B, with Specific Improvements in Team Members' Travel Patterns, Travel Distances and Exam Room and EHR Access.

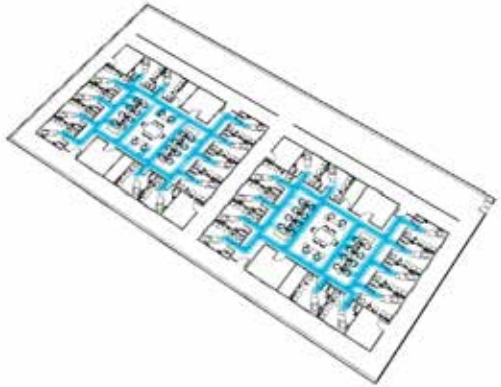
Original Plan





Plan B





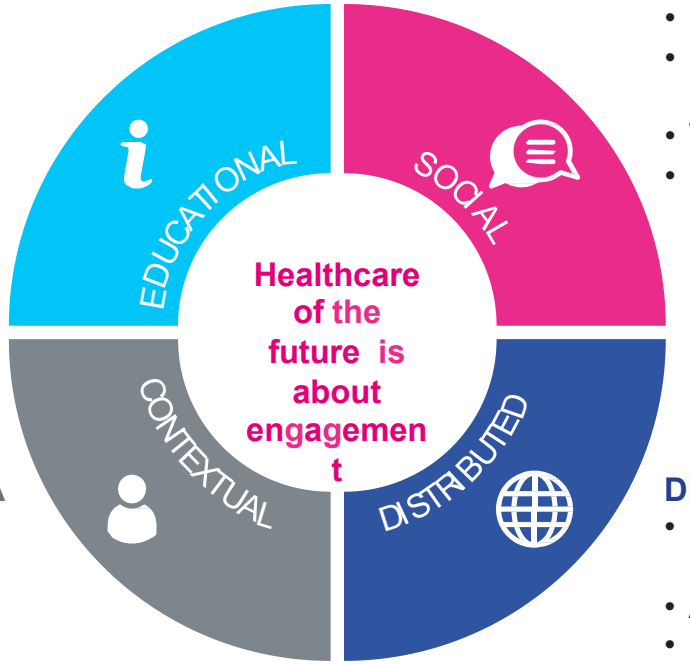
Opportunities

EDUCATIONAL

- Healthcare Content Strategy
- Healthcare Experience Index
- Experience Prototyping
- Performance Metric Identification

SOCIAL

- Space Programming
- Engagement Centric Hospitality
- Waiting Experience Research
- Engagement Toolkit



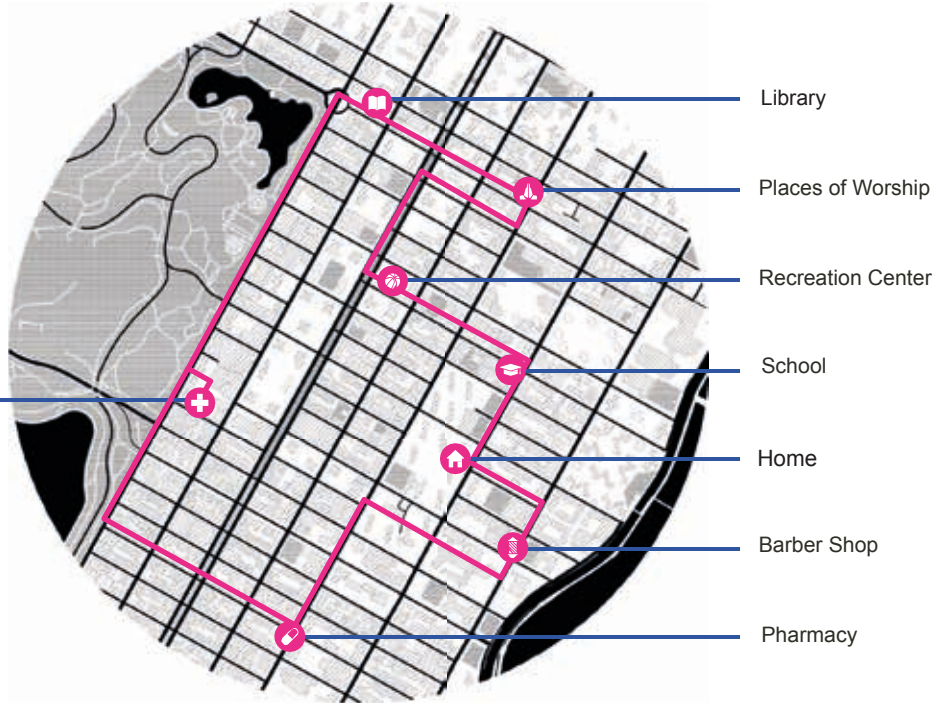
CONTEXTUAL

- Digital Experience Design
- Wellness Benchmarking
- User Research and Segmentation
- Digital Step Down as a Service

DISTRIBUTED

- Health-Based Urban Planning
- Amenity Planning
- Masterplanning
- Transportation Design

Distributed



Health and wellness experiences can be expanded beyond task mode and combined with other experiences for patients, challenging the current metrics for healthcare effectiveness

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CREATING A BETTER WORLD THROUGH THE POWER OF DESIGN

Cleveland Clinic

Every life deserves world class care.