



# Strengthening Our Future by Enhancing the Healing Environment

*A Community Forum to discuss NMC's  
Master Facility Plan CON-Level Projects*

Jill Berry Bowen, Chief Executive Officer

October & November 2015



*NMC's mission is to provide exceptional care for our community.*

# Driving Factors In Our Healthcare Environment



*Factors Facing Our Community  
And Our Community Hospital*

*NMC's mission is to provide exceptional care for our community.*

# Driving Factors In Our Healthcare Environment

- Hospitals must achieve even **greater efficiency** to remain viable, given reimbursement reductions and healthcare reform efforts;
- Demographics of our **aging population** are forecast to likely increase utilization;
- Uncertainty of reform efforts' impact requires a new level of **flexibility to adapt** to uncertain volumes and shifts between inpatient and outpatient care;
- A new approach to **integrated care** through Blueprint and Accountable Care Organizations;

# Driving Factors In Our Healthcare Environment

- **Emerging challenges** weaken the integration of our community system of care and our ability to be nimble;
- NMC's **aging physical plant** is not designed for emphasis on outpatient care and not up to national standards for inpatient care;
- NMC's Board has anticipated need for change and has **prudently positioned** NMC financially to invest in it now;
- The planned project is consistent with direction of NMC's FY' 10-13 and FY' 14-16 **Strategic Plans**.



# Areas of Operational Impact



*Concerns Which Must Be Addressed  
To Care For Our Community*

## Areas of Operational Impact

- NMC's aging facility is **59% older than the State average** and requires modernization to support exceptional care and meet standards;
- **Semi-Private inpatient rooms raise concerns** regarding infection control and privacy while undermining efforts to maximize patient satisfaction;
- **Decentralized registration areas disconnected** from main entrance and lobby create confusion for patients and inefficiencies;

## Areas of Operational Impact

- **Interim space at the back of campus** for Primary Care and Urgent Care cannot meet the demand for care, creates confusion, and impedes easy access;
- **Inadequate space for Medical Clinics** hampers efforts to efficiently improve access to needed preventive care, and creating migration to our south;
- **Scattered physician practices** creates inefficiency and impedes creation of one standard of care;
- Our campus **buildings do not provide the flexibility** needed for future growth to keep pace with community need.

# Master Facility Plan

## Overview of CON-Level Projects



*Strengthening our future by  
Enhancing the healing environment.*



# Current Draft within Design Process: NMC Campus Prior to CON-Level Projects



# Master Facility Plan

## Overview of CON-Level Projects

### Inpatient Component:

- Conversion of the Medical Surgical and Intensive Care units to a highly efficient, highly flexible unit designed for progressive care and featuring 34 private rooms to enhance the healing environment, keeping the right care local;

### Registration Component:

- Centralized registration area integrated with the main entrance and lobby to create efficiencies and reduce confusion and anxiety for patients and visitors;

# Master Facility Plan

## Overview of CON-Level Projects

### Outpatient Services Component:

- Attached multi-specialty Medical Office Building using highly efficient Dartmouth integration model;
- Primary Care and Urgent Care easily accessible in efficient space at front of campus;
- X-ray suite and phlebotomy station embedded within the Medical Office Building;
- Proper space for Cardiology, Pulmonology, OB/GYN and Medical Clinics.

# Current Draft within Design Process: NMC Campus With The CON-Level Projects





# Current Draft within Design Process: Private Rooms for Medical/Surgical & Intensive Care



Medical/Surgical/Intensive Care Unit



Northwestern Medical Center  
St. Albans Vermont

morris switzer  
environments for health



*NMC's mission is to provide exceptional care for our community.*

# Current Draft within Design Process: Private Rooms for Medical/Surgical & Intensive Care



Registration, Lobby & Medical Clinics



Northwestern Medical Center  
St. Albans Vermont

morris switzer  
ENVIRONMENTS FOR ADULTS



NMC's mission is to provide exceptional care for our community.

# Current Draft within Design Process: The Attached Medical Office Building



Medical Office Building



Northwestern Medical Center  
St. Albans Vermont

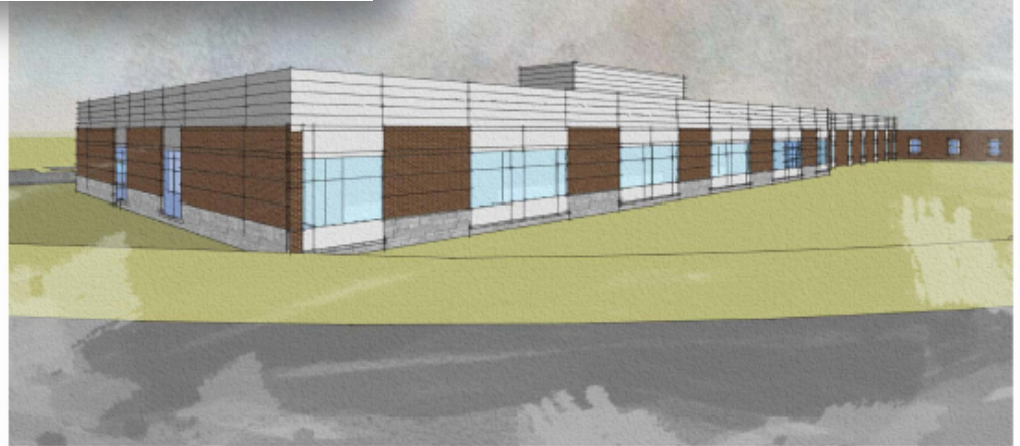
morris switzer  
ARCHITECTS FOR HEALTH



*NMC's mission is to provide exceptional care for our community.*



# New Exteriors: Blending the Existing with the New



*NMC's mission is to provide exceptional care for our community.*



# New Exteriors: Blending the Existing with the New



*NMC's mission is to provide exceptional care for our community.*

# Moving Forward



*The future is now. NMC must adapt to remain viable and relevant within a changing healthcare environment.*

# Moving Forward

## Current Status:

- **Design Development:** We are currently working to finalize the details of our design in preparation to move forward;
- **Permitting:** The projects are currently moving through the State and Local permitting processes;
- **Regulatory Approval:** The Green Mountain Care Board held the public hearings on our Certificate of Need applications on October 22. Public comment taken through November 4. Decision due by February 22, expected earlier.

# Moving Forward

## Based on current assumptions for CON-Level Components:

Inpatient Private Rooms:	\$12.4 million
Centralized Registration & Medical Clinics	\$7.2 million
Medical Office Building	\$12.3 million

*NMC's Board has positioned NMC financially to be able to make necessary investments in our facility to preserve our ability to care for our community;*

*NMC's strong financial position serves to minimize the impact on healthcare costs by reducing the need for, and cost of, borrowing.*



# Moving Forward

## Current Anticipated Timeline:

**2015:** Finalization of Design Development and permitting; approval of the Certificates of Need.

**2016:** Construction begins in the Spring of 2016;

**2018:** Construction completion estimated at Summer of 2018.

# Moving Forward

## Frequently Asked Questions:

- Will this increase the cost of care and will NMC charge more for a private room?
- Since healthcare is already expensive, what is NMC doing to control costs and create efficiencies?
- Is NMC going to be taken over by UVM Medical Center?
- How has early donor support been for these projects been and are the Board, Leadership, and Medical Staff giving?

# Current Draft within Schematic Design Process: NMC Campus With The CON-Level Projects

## What Questions Do You Have?

