



# healing

healthcare campus

Clarian's interiors create a healing environment for patients, families and staff. Right: Exterior view of Clarian North Medical Center, Carmel, Ind.

## Clarian North Medical Center's Big-Picture Approach

**Q**uality care and a healing environment are priorities at Clarian North Medical Center in urban Carmel, Ind. This philosophy begins at the perimeter of the 46-acre campus, carries through the grounds, and shapes the buildings. The \$135 million, 440,000-square-foot hospital and 160,000-square-foot medical office building provide the Indiana community with state-of-the-art healthcare services, including centers of excellence for women, children and specialty surgery.



Arriving at Clarian, you will find the hospital and medical office building nestled in the interior of the site. A drive along the internal road system presents a clear path of movement to visitors. The roadways are broad, well-signed and illuminated.

Lakes, overlooks and pathways extend across the campus to provide a tranquil, peaceful environment—a world away from stress and anxiety.

Wayfinding is addressed both inside and outside of the medical center. Explained Chuck McDaniel, principal of the SWA Group, a national landscape design firm: “The Carmel zoning and permitting regulations required extensive landscape improvements as a part of the completed campus. It was also clear that Clarian North desired to have a campus that was a good neighbor to the surrounding homes and businesses. In turn, we

**By Brian McFarlane, AIA | Photography Ed LaCasse**

created people-friendly vehicular and walking paths throughout the facility.”

Comfort and convenience are the central focus of the design. Patients coming to the hospital for surgery come in through a separate entrance with conveniently located parking. The attached physician office building also has its own entrance, allowing patients to attend their doctor appointments without having to walk through the hospital. In addition, programs and services offered in the center of excellence for women and children can be accessed through yet another designated entrance.

“The entries were designed to appeal to all of your senses,” McDaniel observed.

Plantings include a variety of fragrant shrubs, perennials and trees to create an ever-changing, visually exciting landscape. A garden patio, located next to public dining, provides a refuge.

Inside, the five-story glass atrium is designed as a crossroads at the heart of Clarian North’s hospital campus. The atrium features such materials as brick, glass and Indiana limestone, and it provides soft, natural light in corridors and waiting areas.

Dining is centrally located, making it accessible for everyone—from the father-to-be needing a quick cup of coffee, to the wife awaiting surgery’s end. Above the women’s center is a rooftop garden, complete with a rose garden, a trellis with a ceiling fan and cushioned seating.

“Many hospitals today are looking into a more nurturing environment for patients and caregivers,” said



**A glass screen sets a comfortable waiting area apart, creating both coziness and privacy.**

Joy Fay, RN, MS, director of clinical operations, cardiovascular/pulmonary cluster, Clarian Health. “It helps lower anxiety and blood pressure in patients and even in nurses.”

#### **Introducing a New Model of Care**

This health campus was designed using an entirely new care-delivery model. One of the primary concepts was acuity-adaptable rooms.

“Unlike most states, Indiana code allows the interchange of ICU and medical/surgical rooms within one nursing unit,” said Norman Morgan, AIA, principal designer, HKS, Inc. “This allowed the design of true universal rooms and units within the hospital.”

However, with the new design came a changed paradigm of healthcare delivery that had to be communicated to everyone on board, from code inspectors to nursing staff.

“We had to think of the unit in various capacities and practitioners had to rethink patient care delivery, supply storage and retrieval, billing, and other support services,” Morgan added.

According to interior designer and 12-year Clarian consultant Ana Maregatti, president of Maregatti Interiors, the universal patient rooms were designed to be flexible and comfortable for patients.



“Our focus groups told us that being transferred from the LDR to a postpartum room after birth was similar to transitioning from the Ritz-Carlton to Motel 6,” said Maregatti. “In turn, we designed all women’s center rooms with the same level of finishes and comforts including vinyl wood flooring, shades and draperies, homelike comforters and sheets, and spaces for family stays.”

Following surgery, patients recover in all-private rooms. “To help increase the patient’s level of comfort, we incorporated controls to regulate light and temperature in the room,” Maregatti noted. “Medical equipment is hidden behind wooden cabinetry, providing a more peaceful environment for them and a more efficient work environment for their caregiver.”

Staff input also played a key role in the design of the new medical center. “Instead of staff lounges, we designed staff retreats,” said Maregatti. “Large, comfortable on-call rooms are designated specifically for staff use. These areas incorporate outside views, reclining chairs and full-service kitchenettes. In the patient care areas, provider service centers are located on every floor of the hospital to improve efficiency for physician and nurse practices.”

### Building a Consensus

From the project’s start, the executive steering team developed an overall consensus on the project’s vision and principles. This health campus of the future embodied six key components:

- Maintaining Clarian’s mission
- Creating a care design and healing sanctuary environment
- Working with physicians as partners

- Becoming a valued resource
- Promoting education and community services
- Differentiating services in Hamilton County

The facility was designed with the input of surrogate user groups from within the Clarian Health Partners system. The executive steering committee reviewed the input.

The project also set a new standard in physician partnering. More than 40 physicians were involved in designing the hospital, from its site to the location of the medical equipment/gases in each patient room.

Connectivity from the hospital to the medical office buildings was one of many major design items discussed. Since physicians walk to and from both facilities numerous times per day, convenience and accessibility were factored into the equation. The new campus includes connectors on all five floors, as well as three private physician crosswalks.

Community input led to the development of a 2000-square-foot child care center within the medical center.

### Project Team

**Owner:** Clarian Health Partners

**Program Manager:**  
Jacobs Facilities, Inc.

**Architect:** HKS, Inc.

**Construction Manager:**  
Pepper Construction

**MEP Engineer:** Biagi, Chance, Cummins, London, Titzer, Inc.

**Civil Engineer:**  
American Consulting, Inc.

**Structural Engineer:**  
HKS/Structural

**Interior Designer:**  
Maregatti Interiors

**Landscape Architect:**  
SWA Group

**Equipment Planners:**  
Gene Burton and Associates

**Dietary Consultant:** Cini-Little  
**Code Consultant:**  
RTM Consultants, Inc.

**Developer (MOB):**  
Hokanson Companies, Inc.

**Graphic Design:** Corbin Design

**Land Use Consultant:**  
Baker & Daniels



Clarian's patient rooms create a homelike atmosphere. Below: Dining area, Clarian North Medical Center.

“Our focus groups told us that being transferred from the LDR to a postpartum room after birth was similar to transitioning from the Ritz-Carlton to Motel 6. In turn, we designed all women's center rooms with the same level of finishes and comforts including vinyl wood flooring, shades and draperies, homelike comforters and sheets, and spaces for family stays.”

In addition, a number of focus groups felt that the incorporation of a boutique component into the women's center would be beneficial to the entire community. The boutique, Expressions: A Store for Women, carries a full array of gifts and needed supplies for new mothers, new babies and women being treated for a variety of illnesses.

Mock-up rooms provided a three-dimensional display of project components throughout the design and construction process, from cardboard in the early stages to fully functional rooms toward the end.

“We built four different types of mock-up rooms including LDR, pediatric, medical/surgical, and pediatrics in an office building across the street,” said Steve Allemeier, project manager, Pepper Construction. “User groups were able provide input on headwalls, medical gas locations and general layouts prior to construction. As a matter of fact, we held up drywall installation until all decisions were made.”

In addition to mock-up rooms, the hospital staff was provided with to-scale drawings for review with



designers on a continuous basis. Input was incorporated right on the plans by the designers working with the medical center staff. These refinements continued throughout construction with walk-throughs and site visits.

Many design changes were made through a paperless process. As Rich Couturier, program manager for Jacobs Facilities, explained, “The team communicated through a Web site-based system set up exclusively for the project. The site allowed team members to post revisions to construction-related documents on the Internet for comment and review. Submittals, construction photos and pay applications were all shared online.”

This proactive approach to getting the bills paid created an environment where subcontractors were more apt

to work as team members, commit their best resources, proactively handle changes and not nickel-and-dime the owner with minor claims, according to Couturier.

Even with constant input, refinements and changes, the team was able to meet the project's original budget and schedule.

### Building for the Future

According to Danny Babin, HKS's project manager, the site was designed to allow future horizontal and vertical growth of the hospital and medical office building.

“A horizontal chassis for growth allows the addition of two bed towers as well as vertical growth atop the existing facility,” he noted. “This will allow the medical center to serve the community for many years to come.” ■



Brian McFarlane, AIA, is vice president/project director of health facilities at HKS, Inc., an international design firm. He can be reached at (214) 969-5599, or by email at [bmcfarlane@hksinc.com](mailto:bmcfarlane@hksinc.com).