

## Positive Attitude Embodies Providence Holy Cross Medical Center Expansion

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Providence Holy Cross Medical Center, which recently celebrated its 50th anniversary, has been part of the North San Fernando Val-

ley community since the Sisters of the Holy Cross founded it in 1961. It became part of the Providence Health & Services family when the Sisters of Providence purchased it in 1997. Its new South Wing added a much needed 132,000 sf to

the medical center and came about because the hospital was in dire straits. Not because of lack of expertise or quality of care, but quite simply, due to lack of space. Constantly operating in over-capacity, Providence Holy Cross, a winner



***South Wing Expansion of Providence Holy Cross Medical Center***

of California's Performance Excellence Prospector Award, was determined to meet the needs of their ever-growing community. "It was all about volume. We consistently ran over capacity of the beds we had, and this had been going on for some time," stated Patty Mayberry, RN, who was the Expansion Project Director. "It's a small hospital, the community grew, and the hospital didn't. Other hospitals closed and their patients came here."

"We initially had a six-month construction cessation due to issues with the L.A. City Council," Mayberry said, "But once that ironed out, we started right up again. The delay meant the recession had set in, which while unfortunate, allowed us to obtain better pricing." Thanks to those saved pennies, what was to be a four-story facility with a shelled-out fourth floor ended up being a complete build-out. "We're a wing, not a tower, due to height restrictions," said Mayberry. "We focused on getting the most possible use out of the footprint allotted, and exceeded even our initial expectations." With the new space, the first Magnet Designated hospital in Los Angeles County added 138 new beds for use, bringing the total number of beds to 377. The hospital has a state-of-the-art Cancer Center, a Heart Center, Orthopedics, Neurosciences and Rehabilitation Services, Women's and Children's Services, and a Level II Trauma Center. By the end of the summer, a 12-bed NICU is due to open. It will be the first to serve the Northeast Valley and the Santa Clarita Valley.

The project challenged the creativity of all involved, affecting current workflows and space throughout construction. "We lost the cafeteria for a while and the reaction was amazing," Mayberry said. "The team immediately put their heads together and created 'Good to Go' which let everyone select from an intranet menu, and put in their meal order to be picked up later. It worked great." Those great attitudes prevailed throughout several such disruptive changes: physicians lost office space and worked out of one small lounge, offices were moved (multiple times) out of the construction path, and even the lobby was shut down, sending all foot traffic through the incredibly busy ER – all to integrate the new South Wing connectors with the existing North Wing. "Our employees – and patients – were incredible. I don't know if any facility could go through what ours did and come out just as wonderfully," praised Mayberry.

As the new wing concept became reality, over 40 design teams addressed look, feel and flow. Most changes were the result of user-group input around processes and layout, ensuring inefficient activities weren't replicated, and teaching people to be more sustainably conscious in their daily activities, like not printing electronically stored lab results. Any new technologies and equipment intended to be facility-wide that could be implemented and trained on prior to the new wing completion, were. "This allowed us to keep people from being over-

whelmed with the new. Incremental change is much less intimidating," Mayberry asserted. It also promoted the portrayal of one cohesive facility, not one new and one old.

Mayberry said the organization was determined to be a green building and has been mapping to LEED Silver. "It's the right thing to do," Mayberry said. "For instance, the vinyl flooring is LEED certified, plus we've implemented a number of sustainability programs." Native grasses and low flow faucets promote water conservation efforts, furnishings and other materials are eco-conscious, and bike racks are prolific. The new wing's water-bottle fill stations provide cold filtered water, and the cafeteria doesn't sell bottled water, instead providing reusable cups. The cafeteria is also Styrofoam free and features a composting program, with bins and educational placards explaining how it works.

"We were always trying to think ahead, to project what the organization and the community needs would look like in five or ten years," Mayberry explained. Planning for the future while building on past excellence. That's why Providence Holy Cross Medical Center at Mission Hills has been a good neighbor to North San Fernando and Santa Clarita Valley residents for 50 years and will continue to be for years to come.

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