

# STRATEGIC MASTER PLANNING



NSHE ANNUAL CONFERENCE  
MAY 20<sup>TH</sup>, 2022

## introduction:



**TANNER DRAEMEL**  
Senior Healthcare Planner + Designer  
17+ YEARS OF HEALTHCARE MASTER  
PLANNING & DESIGN EXPERIENCE

- Woman-owned regional architecture firm with office locations in Omaha and Denver
- Expertise in healthcare and higher education
- Specialize in campus master planning; hospitals; ambulatory and specialty outpatient care facilities; clinics; medical office buildings; education, training, and simulation spaces; and research and office facilities
- Project size of a few thousand square feet to over a million square feet



**JEFFREY L. CHRISTMANN**  
CEO  
35+ YEARS OF CORPORATE AND HEALTHCARE  
FACILITY PROJECT MANAGEMENT, CONSTRUCTION  
AND OPERATIONS

- 100% Healthcare Program Management and Advisory Service Lines for Over 35 years.
- Successfully completed over 40 Master Plans Totaling More than 36M SF.
- Proven Experience Developing Master Planning Options Driven by Market Evolution and Strategic Planning Priorities.
- Specialize in Advisory Services, Master and Facility Planning, Owner's Representation, Property Condition Assessments, Medical Equipment Planning, and Transition and Occupancy Planning.

## objective of today's presentation:

- **Outline the Importance of Strategic Master Planning for Healthcare Organizations**
  - **Define Strategic Master Plan**
  - **Describe Value of a Strategic Master Plan**
  - **Illustrate the Process of Developing a SMP**
  - **Share How to Execute a SMP**



## strategic planning:

- 5–10 Year Vision
- Market Analysis
- Growth Strategies
- Provider Recruitment
- Operational Optimization





## facility/campus master planning:

- **5–10 Year Vision**
  - Identify and Unite
- **Asset Analysis**
  - Maintenance
  - Compliance
  - Accessibility
- **System/Facility Needs**
  - Scalability
  - Value Based Assessment
- **Implementation Pathway**
  - Phased Process to Achieve Goals



## definition of a strategic master plan:

- **Strategic Plan:** Defines where the Organization wants to go operationally.
- **Facility Master Plan:** Creates a roadmap that shows how to physically support the Strategic Plan.
- **Strategic Master Plan:** Developing both in concert to best understand objectives, opportunities, constraints, and how to best leverage resource and asset allocations.



## importance and value of strategic master plan:

- Based on data, not anecdotal information.
- Provides clear, concise, and measurable set of goals and objectives for the Organization.
- Informs decisions about timing and capital investment in location, real estate, and facility improvement, expansion, and development.
- Prevents restrictions to physical growth and flexibility.

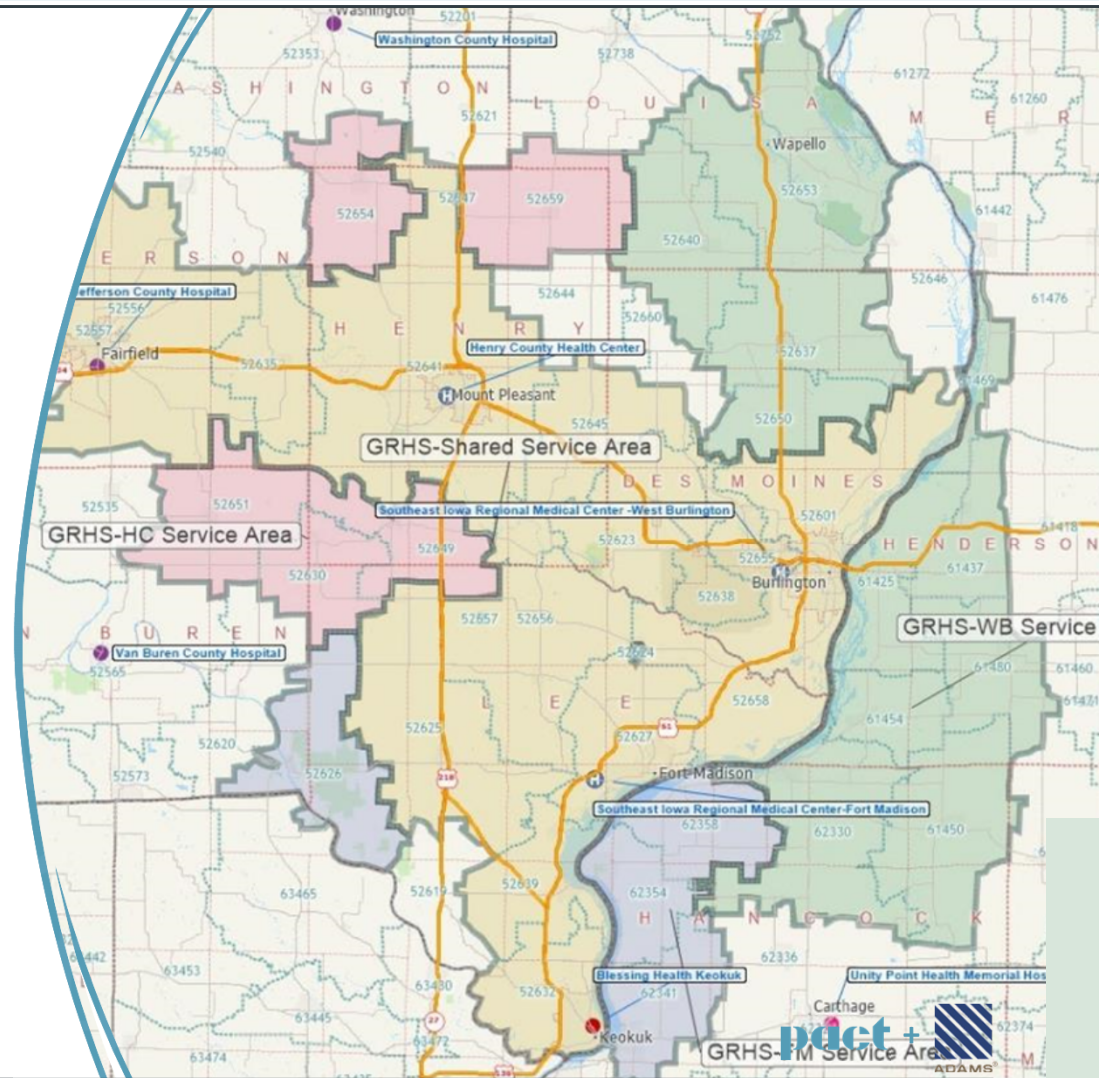




## process:

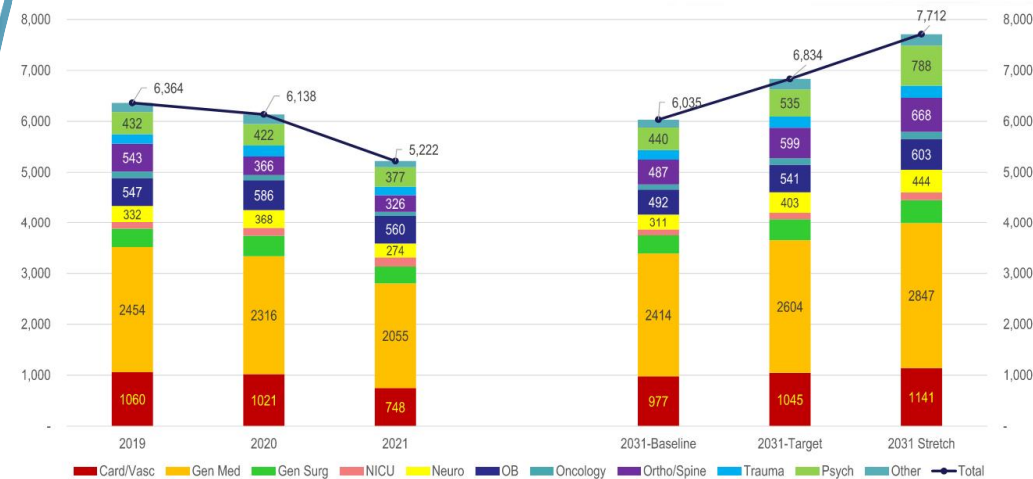
- **Market Analysis**

- Market Dynamics
- Use Rates
  - Historical
  - Projected
- Competition
- Market Share
- Provider Needs & Recruitment



## process:

- **System/Facility Needs**
  - Volumes
    - Appropriate Throughput
  - Growth Strategies
  - Provider Recruitment Impacts
  - Immediate vs. Long-Term Needs
  - Facility Functional Flow
    - Operational Flow and Functionality
    - Rightsizing Departments
  - Site Selection / Analysis





## process:

### • Facility Condition Analysis

- Condition Assessment
- Capacity / Expandability of Acute Infrastructure
- Ambulatory Development to support Acute Infrastructure
- Long-term Utility
- Campus Performance
- Capacity
- Presence

			indicated in Figure 74.	Green	\$26,000
	Arch	CT-A36	Paint railing and stair and clean/seal Mech 1411 room floor as indicated in figure 72 & 73.	Yellow	\$62,500
Condition Fair	Arch	CT-A37	Repair cracks and retrofit technology installs and aging fixed seating in Lecture Hall 1100.	Yellow	\$18,000
Possible Hazardous Material	Elec	CT-E1	Remove abandoned medium voltage switches	Yellow	\$22,400
Code Compliance	Elec	CT-E2	Provide Hospital grade receptacles where required but not installed	Red	\$4,600
Code Compliance	Elec	CT-E3	Provide GFCI receptacles where required but not installed	Yellow	\$34,200
Condition Fair to Poor	Elec	CT-E4	Replace remaining original branch panels	Red	\$71,000
ADA Compliance	Elec	CT-E5	In public facing areas, raise receptacles to ADA heights	Green	\$530,200
Energy use and reduced building maintenance	Elec	CT-E6	Replace remaining fluorescent lighting with LED. Upgrade lighting controls in same areas	Red	\$650,000
Condition Poor	Mech	CT-M1	AHU Coil Replacement and associated work	Yellow	\$19,000
Energy Use	Mech	CT-M2	Address duct fire damper access door leakage	Green	\$60,000
Energy Use	Mech	CT-M3	Install Dedicated AHU for research North Wing	Green	\$55,000
Condition Poor	Mech	CT-M4	Increase energy recovery system capacity	Yellow	\$67,000
Condition Fair to Poor	Mech	CT-M5	Replace Heating water system heat exchanger and pumps	Red	\$30,000
Condition Poor	Mech	CT-M6	Replacement of instantaneous steam domestic water heater	Yellow	\$2,000
Code Compliance	Mech	CT-M7	Install neutralization system for laboratory acid waste	Red	\$22,000
Condition Poor	Mech	CT-M8	Address storm pipe sizing by eliminating telescoping of vertical leaders.	Red	



## executing the strategic master plan:

- **Involvement of Organizational Leadership**
- **Living Document**
  - Revisit Before Each Significant Facility Project
  - Revisit at Each Turn in the Market



# QUESTIONS/COMMENTS?



**NSHE TRADE SHOW AND CONFERENCE**  
**MAY 20<sup>TH</sup>, 2022**