

PLANNING AND DESIGNING

New York-Presbyterian's
New 740,000 SF
Ambulatory Care Center

DAVID H. KOCH CENTER

Forum on
Architecture
+ Design

B A L L I N G E R



@cgdgreen | @ballingerae | #ForumAD | #DHKatNYP

Our **PRESENTERS**



ERIN NUNES COOPER, AIA, LEED AP

Associate Principal,
Director of Project Management



DON SEMLER, AIA, LEED AP

Senior Associate,
Senior Project Architect



SHAWN BILLIARD, RA

Associate,
Project Architect



Learning **OBJECTIVES**

01

How to plan and design a world-class healthcare facility from the ground up in one of the world's busiest urban environments.

02

How to guide multiple stakeholder groups inherent in a healthcare context (doctors, caregivers, administrators, etc.) to come to consensus on design direction.

03

See how the creative use of 3D models can build consensus for technically-complex spaces

04

Tips for successful collaboration among three high-profile architecture firms with two teams in New York and one in Philadelphia

WHO WE ARE

225 ARCHITECTS, INTERIORS + ENGINEERS

**FOUNDED
1878**



**INTEGRATED
ARCHITECTURE
+ ENGINEERING**



**AWARD WINNING
DESIGN**



**THOUGHT
LEADERSHIP**

RECENT PROJECTS



Children's Hospital of Philadelphia



Johns Hopkins University



George Washington University



Children's Hospital of Philadelphia



Adelphi University



University of Maryland Medical Center



NYU Langone Medical Center



Rutgers University



Linode



University of Wisconsin



Wistar Institute



University of Rochester Medical Center



NewYork-Presbyterian Hospital



- #1 in New York
- Top 10 hospital in the nation / Best Doctors
- 9 campus hospital system
 - 2 medical schools (Columbia, Cornell)
 - 2,527 beds
 - 126,179 discharges
 - 2.1 million outpatient visits
- Two largest campuses reflect growth over more than a century
 - Dense, urban environment
 - Constrained development opportunities

Peekskill  **NYP/Hudson Valley**

White Plains  **NYP/Westchester Division**

YONKERS  **NYP/Lawrence**

NYP/Allen 

NYP/Columbia 

NYP/Weill Cornell 

NYP/Lower Manhattan 

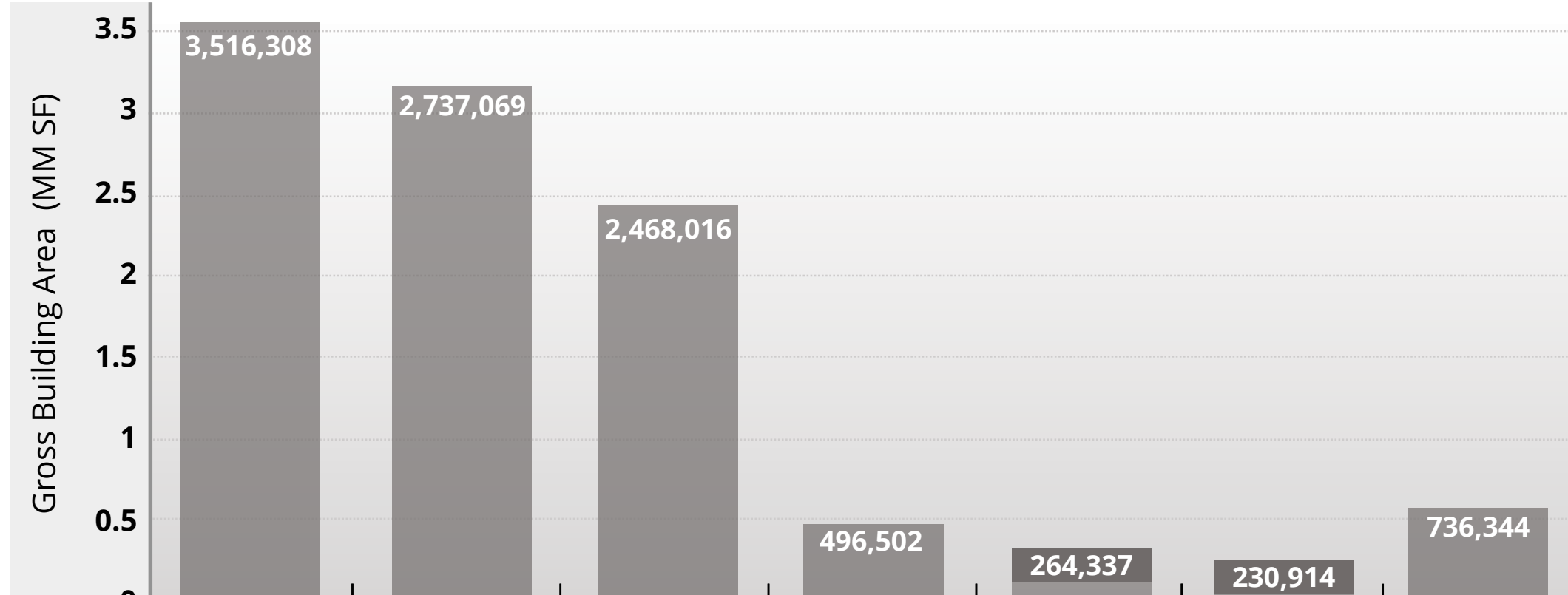
QUEENS  **NYP/Queens**

BROOKLYN  **New York Methodist**

Facilities

OVERVIEW

NYPH 10.4 million sq ft
REGIONAL 2.5 million sq ft



Royal Charter



Columbia Presbyterian



Weill Cornell



Westchester Division



Lower Manhattan

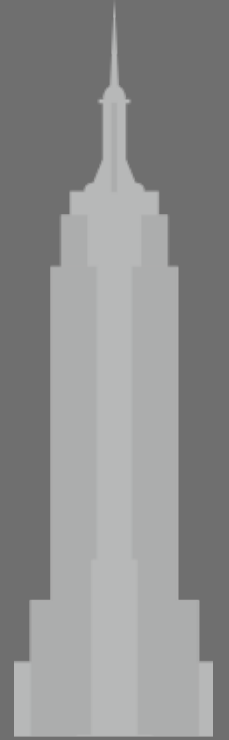


The Allen Hospital



Offsite Locations

2,768,591



Empire State Building

NYP CHALLENGES



- Demand for Outpatient Facilities
- Campus capacity
- Growth at less cost





NEW YORK-PRESBYTERIAN WEILL CORNELL CAMPUS

- A** Greenberg Bed Pavilion Vertical Expansion
- B** Advanced Therapeutic Services Center Infill Project
- C** Baker Tower Renovations
- D** Ambulatory Care Center
- E** Hospital for Women and Newborns
- F** Weill Greenberg Ambulatory Care Center
- G** Land Use Master Plan

 New York Presbyterian (NYP)
 Weill Cornell Medical College (WCRC)



E72nd Street

E71st Street

E70th Street

E69th Street

E68th Street

E67th Street

E66th Street

First Ave

York Ave

East River

FDR Drive

**Ambulatory
Care Center**

Ambulatory Care Center

PRINCIPLES

1. Dedicated outpatient facility providing a patient-centric and operationally efficient setting for advanced ambulatory procedures.
2. State-of-the-art interdisciplinary treatment for increasingly sophisticated ambulatory and outpatient care in digestive diseases, cancer, and other diagnoses.
3. Highest quality patient-centered care environment within a coordinated network of care.
4. Free capacity at the main campus for growing inpatient services
5. Flexibility to accommodate new technology and procedures as patient care treatment evolves in the future.
6. Design the building and operational procedures to reduce environmental impact.



734,000 SF NEW CONSTRUCTION

HOSPITAL FOR WOMEN & NEWBORNS
220,000 SF

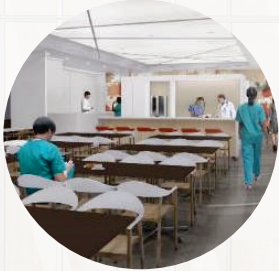
AMBULATORY CARE

PUBLIC SPACE

- 18 Postpartum + Antepartum
- 17 Postpartum
- 16 Postpartum
- 15 Neonatal Intensive Care Unit
- 14 Labor + Delivery
- 12 Maternal Fetal Medicine / Food Service
- 11 Mechanical
- 10 Mechanical
- 9 Pre-Admission Testing + Digestive Diseases
- 8 Endoscopy
- 7 Shared Staff Support + Diagnostic Imaging
- 6 Ambulatory Surgery
- 5 Interventional Radiology
- 4 Radiation Oncology + Infusion



A Robust Ambulatory **CARE CENTER**



1 Shared lounge for
all procedure staff



16 Fixed Imaging
Modalities



12 Surgical
Specialties



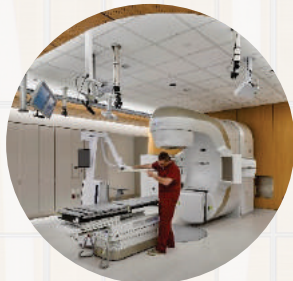
3 Procedure
Floors



102 Private Prep/
Recovery Rooms



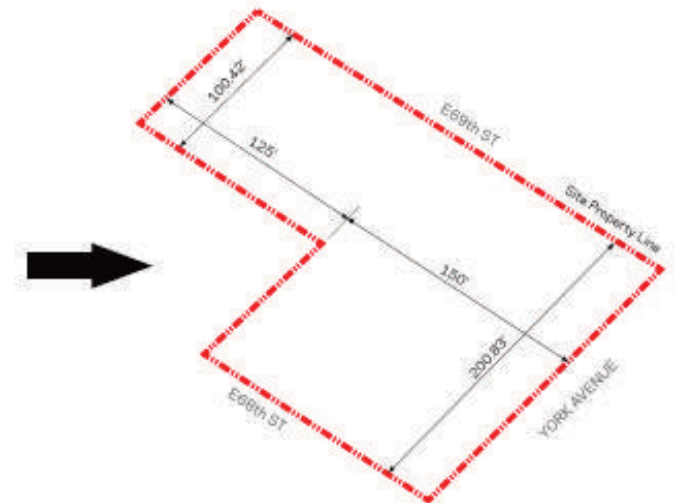
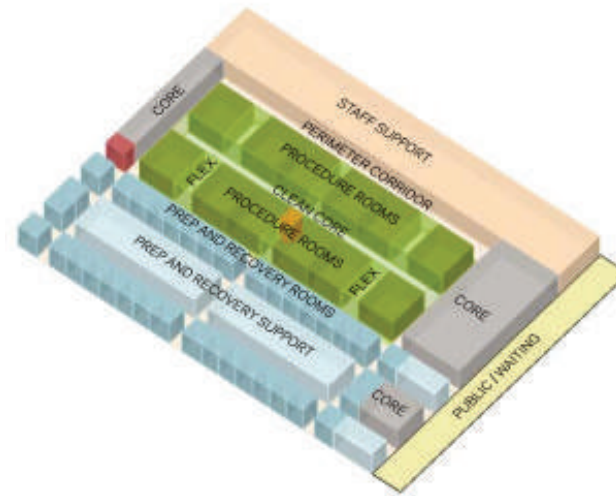
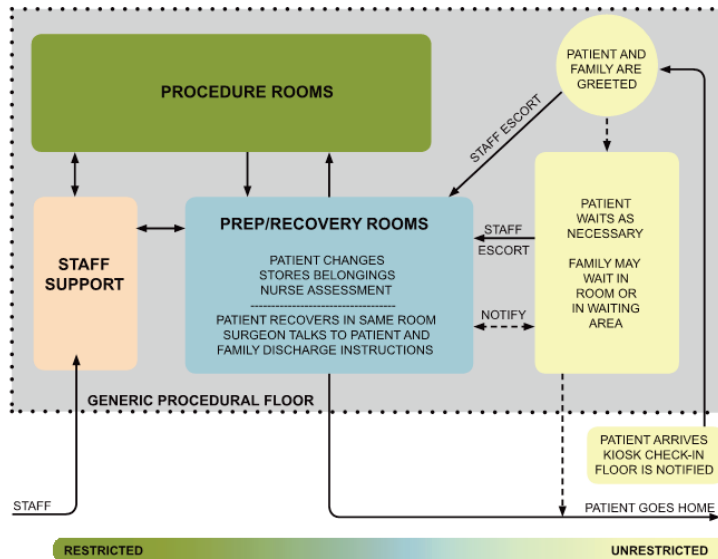
29 Procedure
Rooms



52'-0" Linear Accelerator
Elev. Above Grade

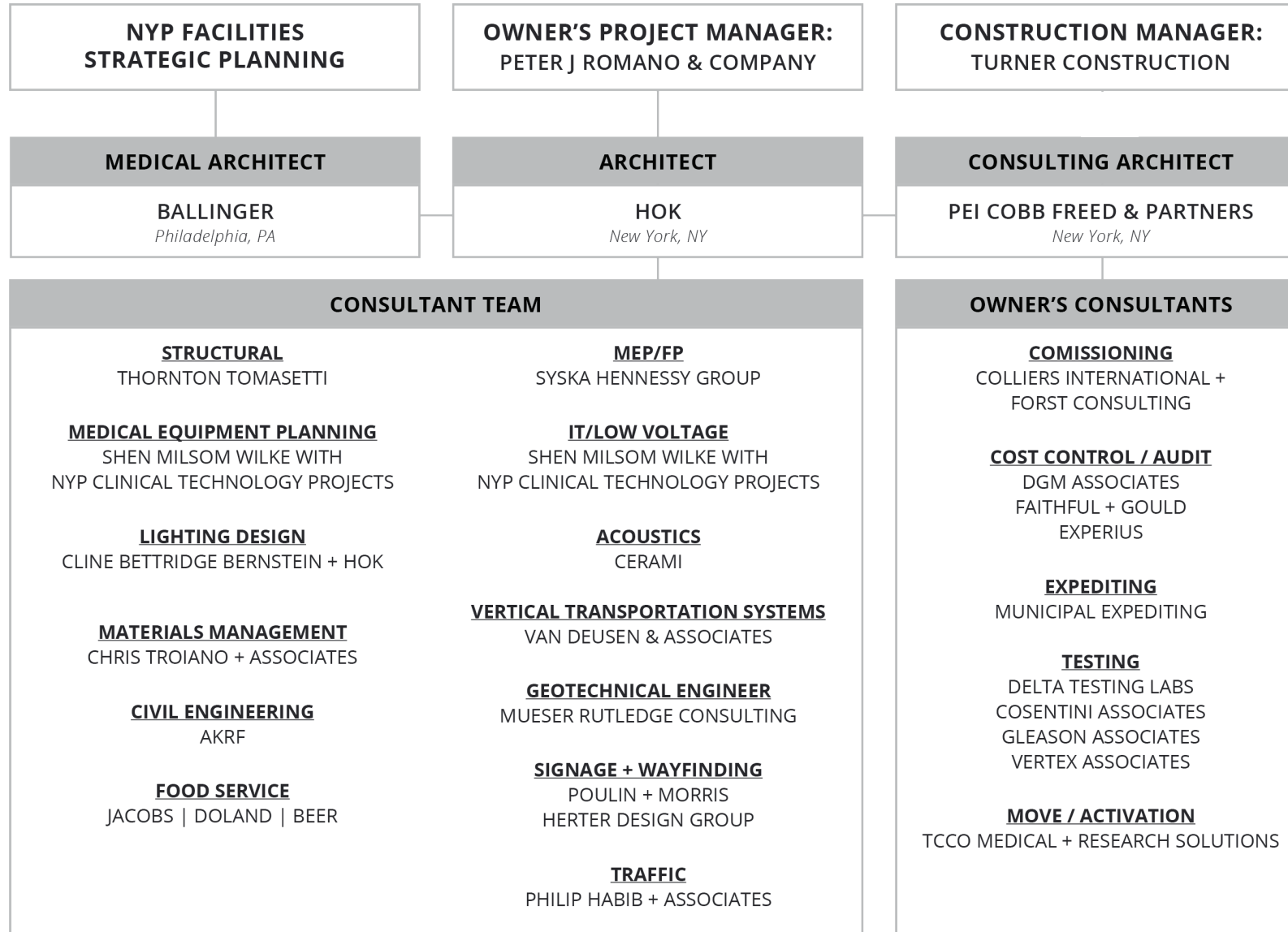
New York-Presbyterian

NYP FACILITIES STRATEGIC PLANNING



EXECUTIVE LEADERSHIP
FACILITIES DESIGN TEAM
OPERATIONS
CLINICAL LEADERSHIP

New York-Presbyterian



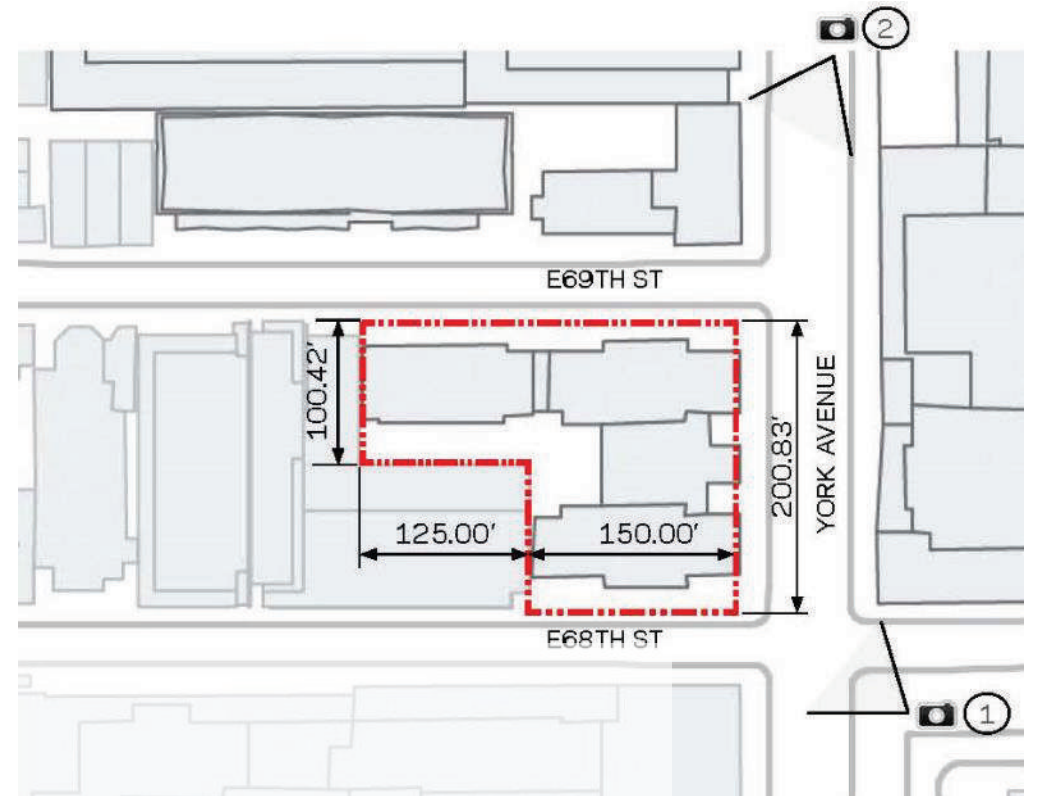
Existing SITE



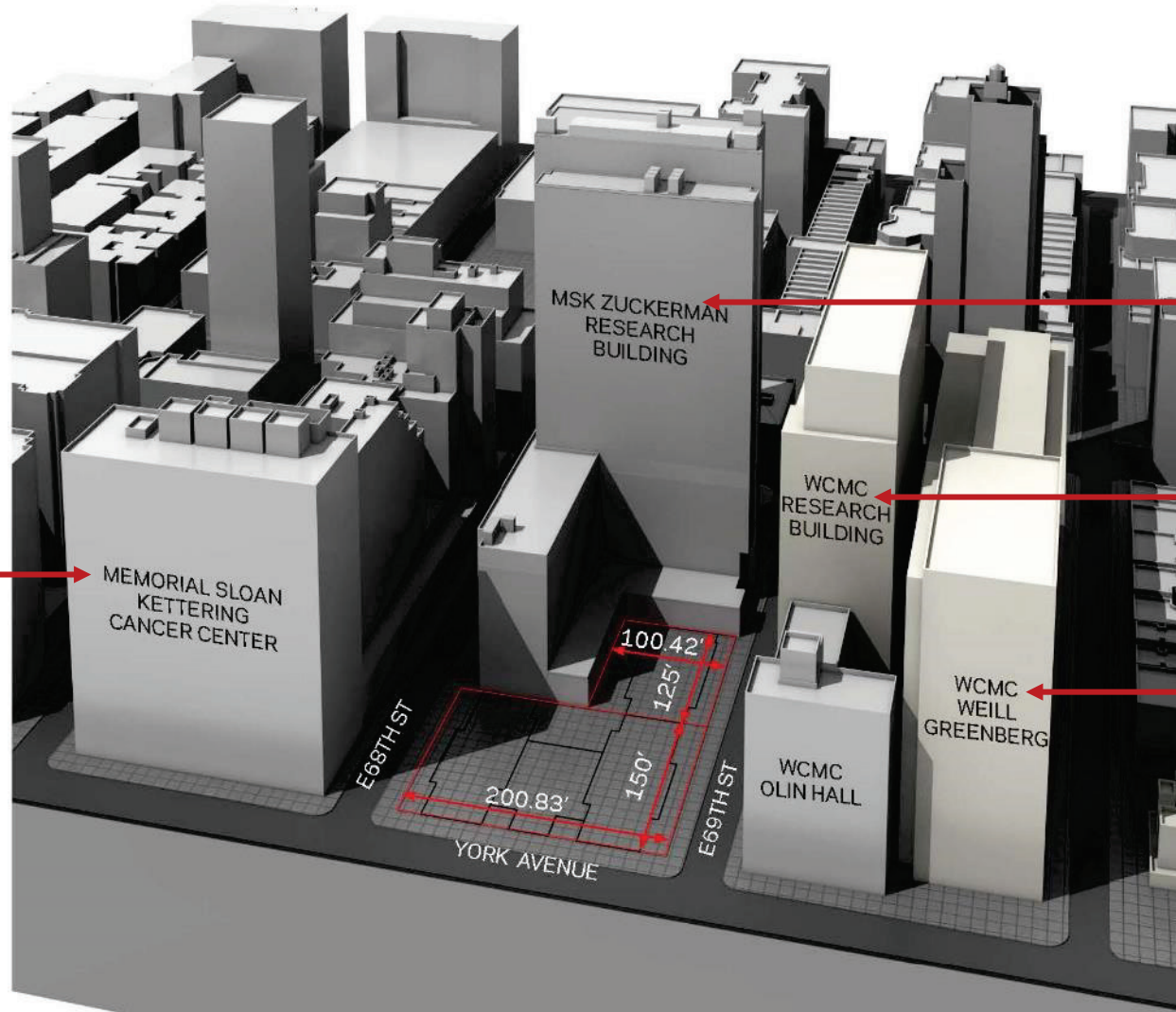
1



2



Existing SITE



MSK Cancer Center
275.00'

MEMORIAL SLOAN
KETTERING
CANCER CENTER

MSK ZUCKERMAN
RESEARCH
BUILDING

WCMC
RESEARCH
BUILDING

WCMC
WEILL
GREENBERG

WCMC
OLIN HALL

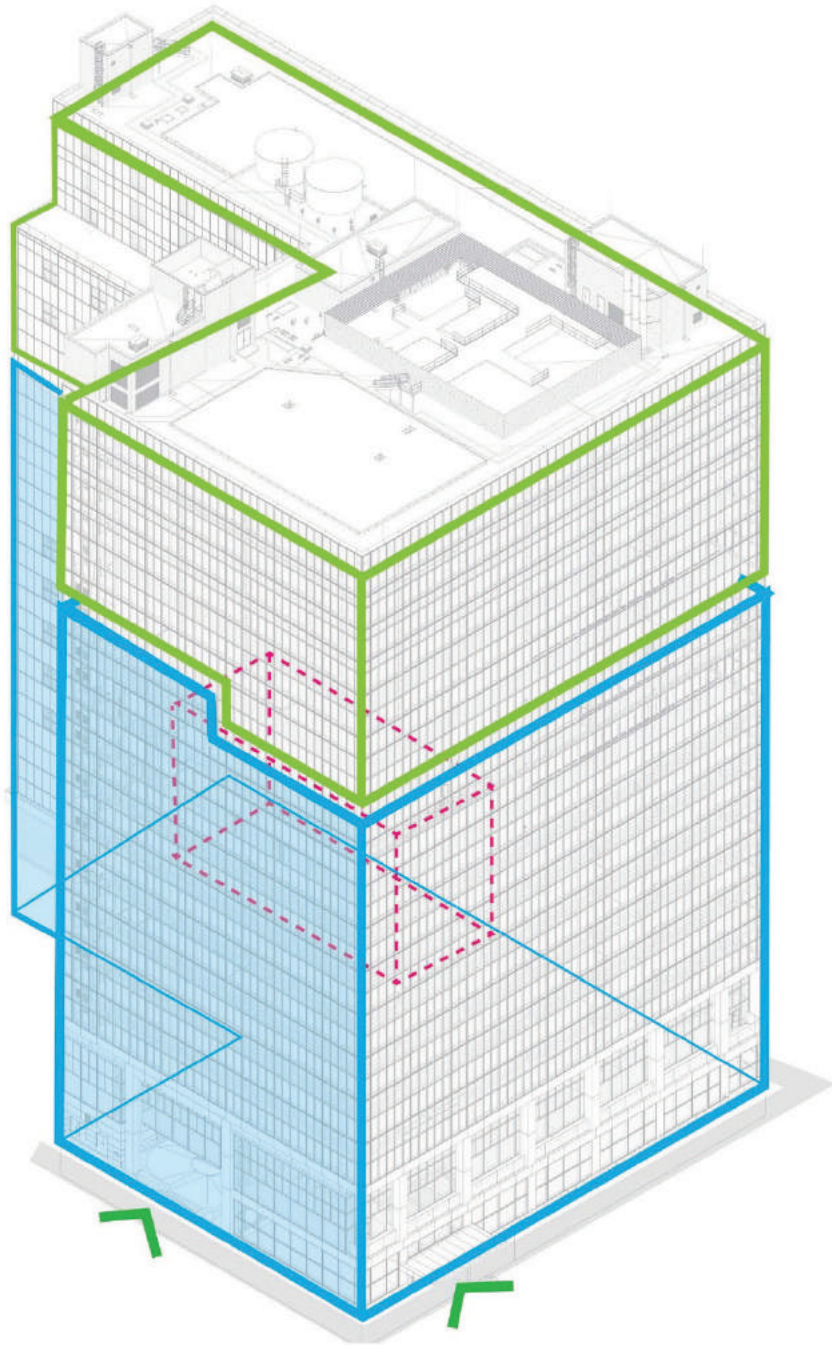
**MSK Zuckerman
Building**
443.09''

**WCMC Belfer
Research Building**
335.50'

**WCMC Weill Greenberg
Center**
267.66'

Project Site
Lot Area= 42,677 SF

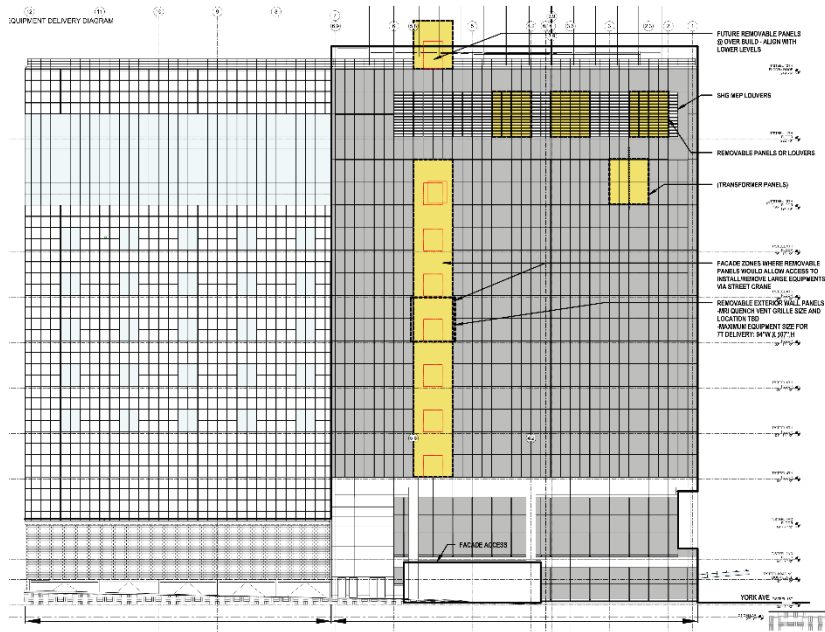
Three
PHASES



DESIGN FEATURES

ADAPTABILITY

Optimizing the design to accommodate future changes in patient care & new technologies



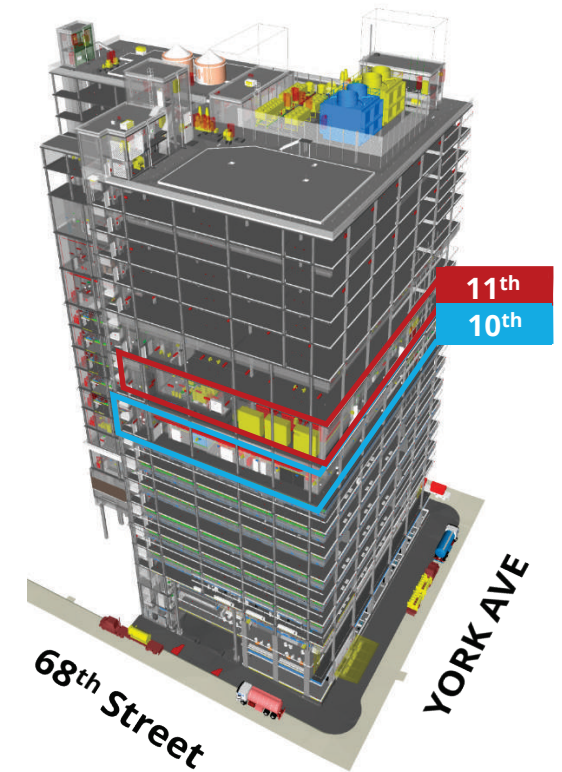
SUSTAINABILITY

Responsible design for a building with a useful life of 50+ years

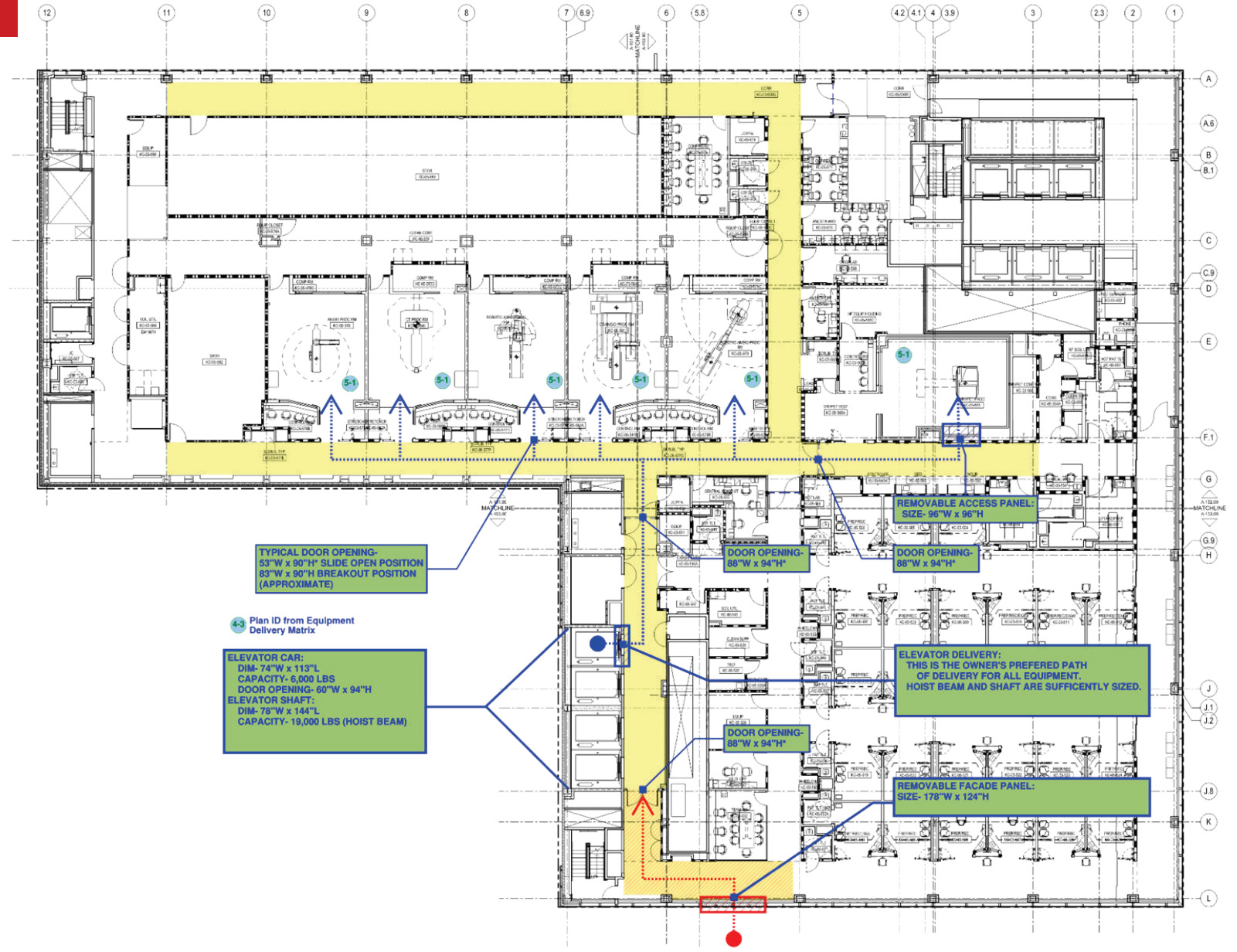
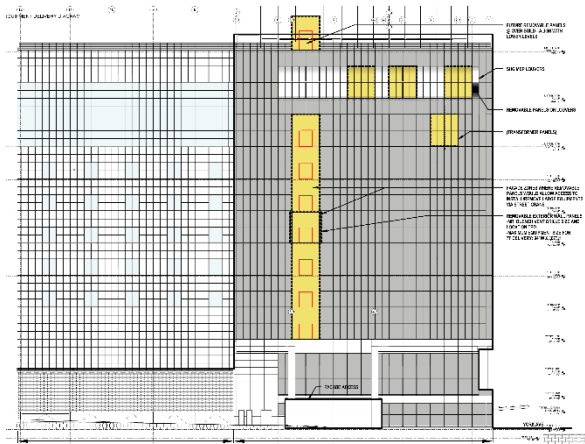


RESILIENCY

Preservation of infrastructure in newly constructed buildings



ADAPTABILITY



FUTURE

3T MRI MAGNET



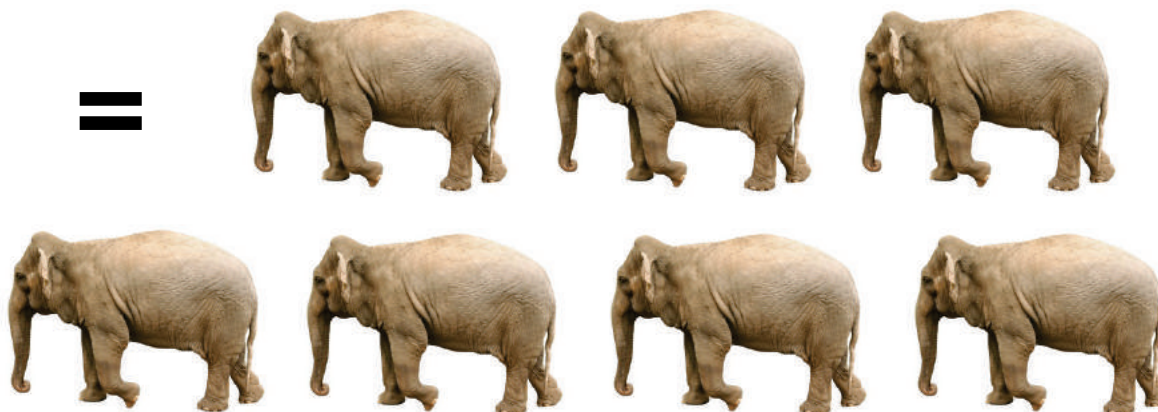
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7T MRI MAGNET



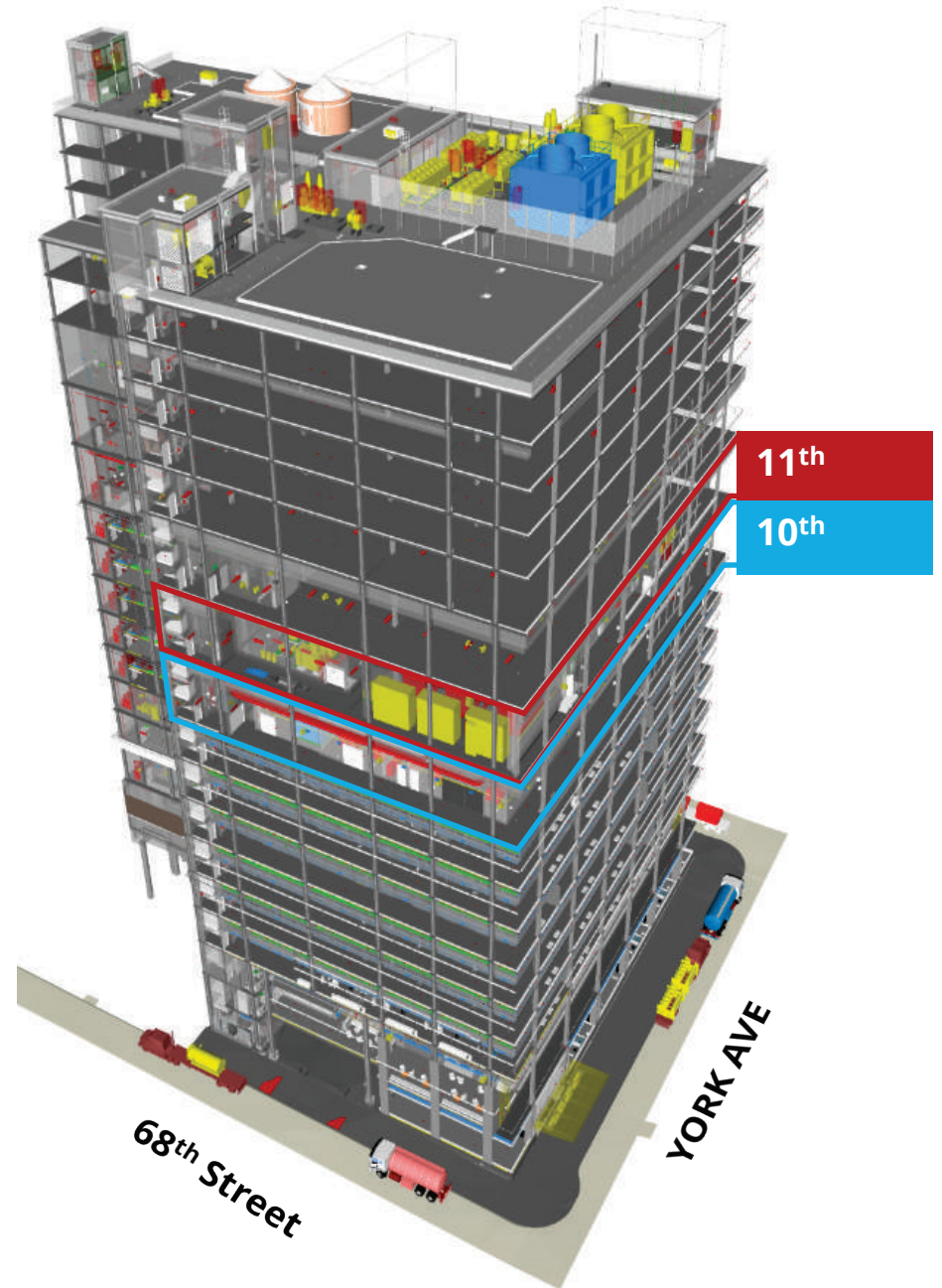
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RESILIENCY

Resilient Facility Providing Patient Comfort And Occupant Safety

- Coned HT. Service N+2 on level 10
- Three emergency generator on 11
- 96 hour fuel oil storage
- Utilities street roll-up connections
- Air handling units on emergency power
- All heating equipment on emergency power
- Two chillers, cooling towers and associated pumps on emergency power
- Controllers to below grade equipment located above 1st floor





NEED:

A visionary process to complement the visionary goals



TASK FORCE MEETING - 2013

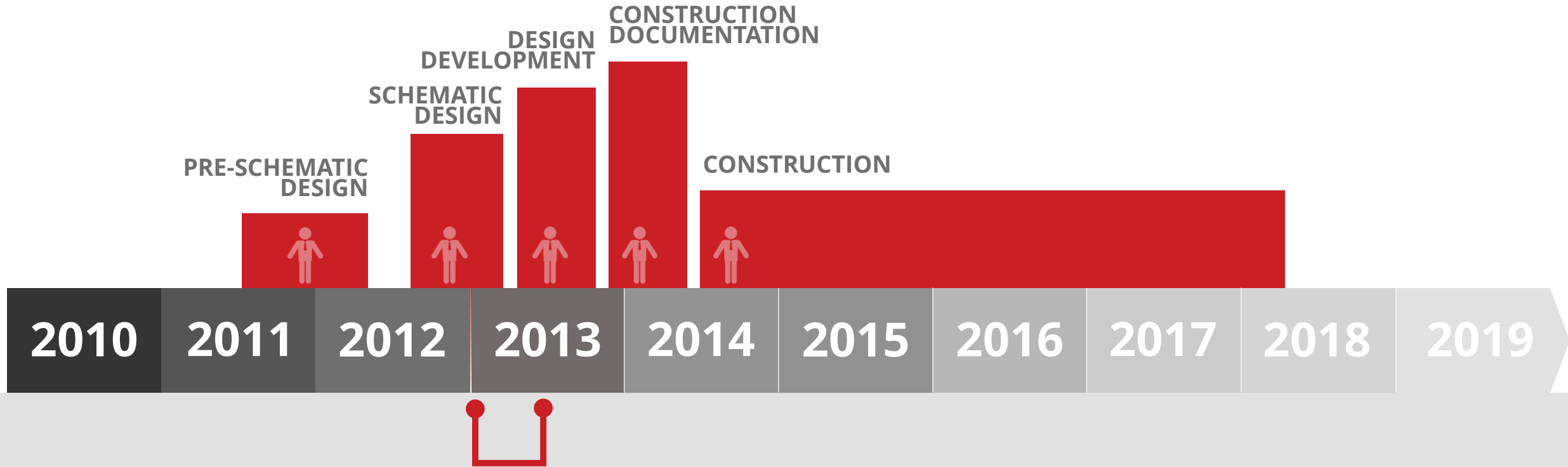


GOAL:

Engage with stakeholders
in a more collaborative way

WORKSHOP- 01/23/2013

WORKSHOP SCHEDULE



36 WORK SESSIONS

17 AVG. NYP PARTICIPANTS

04 AVG. BAL PARTICIPANTS

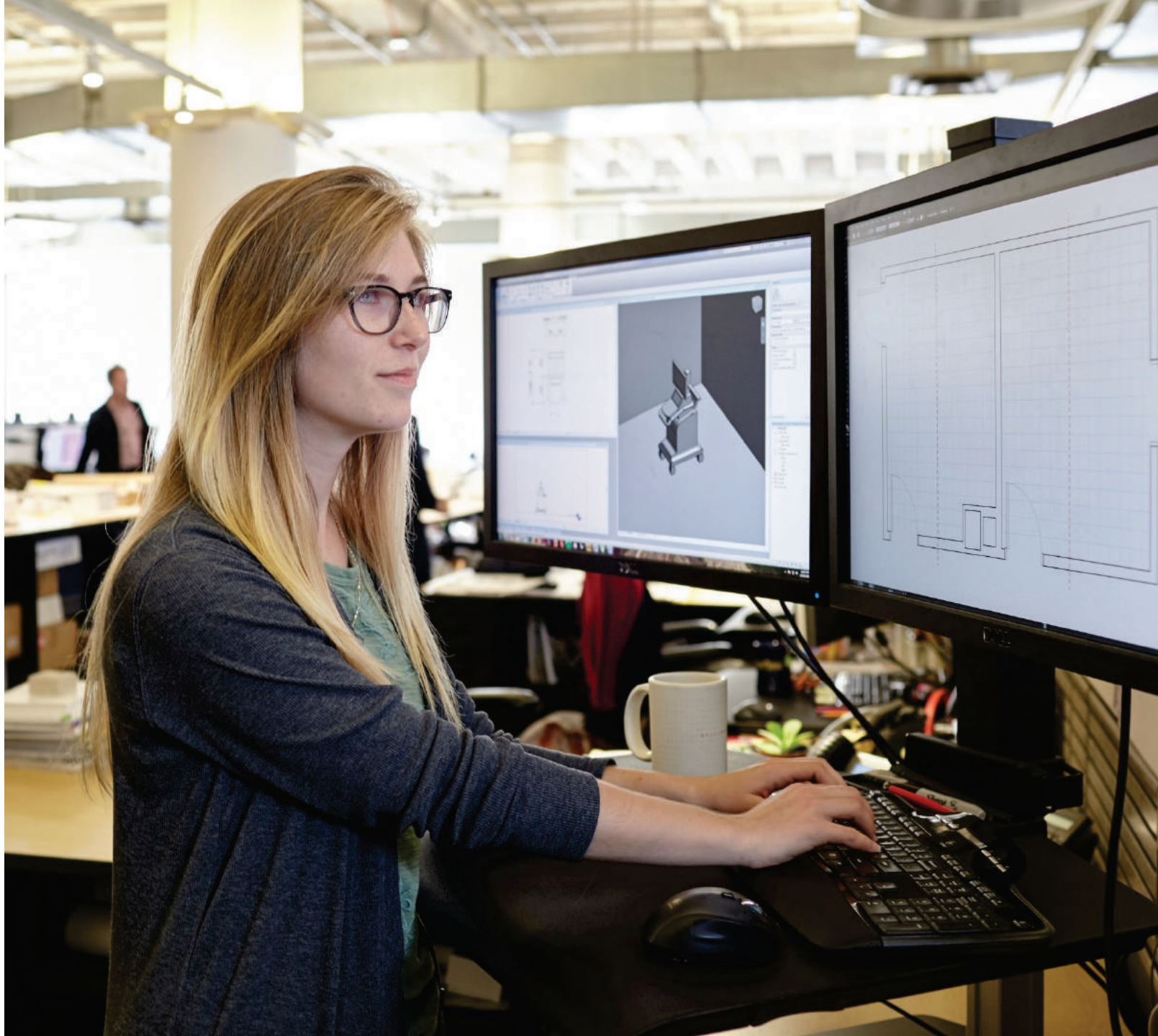
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756

PARTICIPANT HOURS

1. Modeling THE PIECES

- Early equipment lists for key rooms
- Blend of accuracy and efficiency
- 4 key team members
- Review with Blu Edge prior to printing



New York Presbyterian
Ambulatory Care Center
Room By Room Detail Report
Department: Ambulatory Surgery
Building: Unassigned
Room: **Operating Room, ENT** Room#: Room Sign: Area/Phase: Unassigned

Comments: New York Presbyterian Healthcare System ↳ GPO Contact ↳ My Org Contact

Qty	Description	Manufacturer	Funding Source	Item Status	Unit Cost	New Tot	Area Tot	Total Config
AC	Item Notes	Vendor	Cost Center	Customer 1	Opt Subtotal	Qty Tot		
2	Cart, Case, Medium (40-49in wide)	Unspecified ()	Project	Dist Item	4,349.00	800	140	6,790.00
GO		Unspecified ()	Unassigned	Unassigned				
1	Clock, Digital, Synchronized		Project	Dist Item	950.00	800	800.00	950.00
GO			Unassigned	Unassigned				
1	Compression Unit, Extremity Pump, Intermittent	DJO Global, Inc. (DJO)	Project	Dist Item	1,750.00	800	800.00	1,750.00
GO			Unassigned	Unassigned				
2	Dispenser, Glove, Triple Box	Unspecified ()	Project	Dist Item	70.00	800	800.00	210.00
GO		Unspecified ()	Unassigned	Unassigned				
1	Dispenser, Medication, Hot (Main)	Oxoid, Inc. (ANT-FRM-602) (2202-602131-0E/F81)	Project	Dist Item	25,000.00	800	800.00	25,000.00
GO			Unassigned	Unassigned				
2	Electrosurgical Unit, Bipolar		Project	Dist Item	27,000.00	800	800.00	54,000.00
GO			Unassigned	Unassigned				
3	Flowmeter, Air		Project	Dist Item	36.00	800	800.00	108.00
GO			Unassigned	Unassigned				

2. Printing & Drying **THE PIECES**

- Blu Edge maximized resolution arrangements in trays
- 5 printers: Ballinger and Blu Edge in Philadelphia with overflow in New York
- Printed at standard



3. Drying the **PIECES**

- Initial dry
- 1-2 days for additional drying
- Pieces are wet and continue to “weep”



4. Sorting + **LABELING**

- Stored in plastic bins
- All equipment is labeled
- Lists for each room/case type



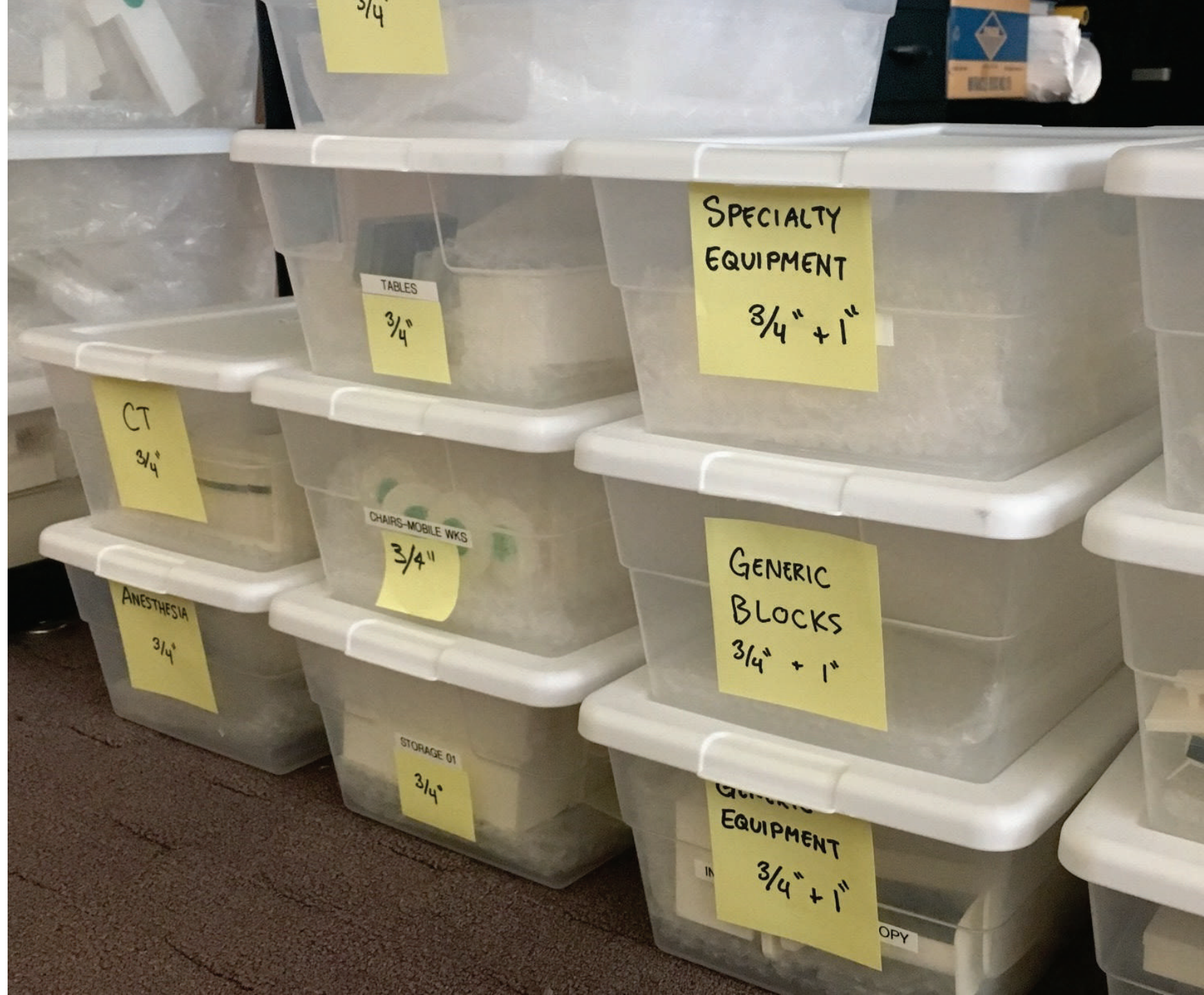
5. Dry **RUNS**

- Rehearsed and role played in the office
- Identified in-room resources
- Key decision: bring 2 projectors with 1 screen for floor plans and 1 screen for reference photos



6. Shipped/ **CARRIED**

- Packed in bubble wrap
- Sorted by room, type, and scale
- 3 suitcases per workshop



7. Setup **PIECES**

- Printed floor plan
- Movable front wall
- Equipment list pieces in the margin



7. SETUP

3.4 Key Room Equipment



PROJECTOR 1: REFERENCE IMAGES

11.2 Sixth Floor Plan – Ambulatory Surgery – Room Allocation

- Allocation Based on 2019 Projected Volumes*:
 - 2.9 ENT Rooms
 - 2.0 Urology
 - 1.9 GYN Rooms
 - 1.5 Ophthalmology
 - 1.4 General
 - .9 Pain
 - .6 Orthopedic
 - .6 Plastic
 - .2 Oral
 - 12.0 Total Rooms



NEW YORK - PRESBYTERIAN HOSPITAL | AMBULATORY CARE CENTER

PROJECTOR 2: REFERENCE PLANS

8. Interactive **WORKSHOP**

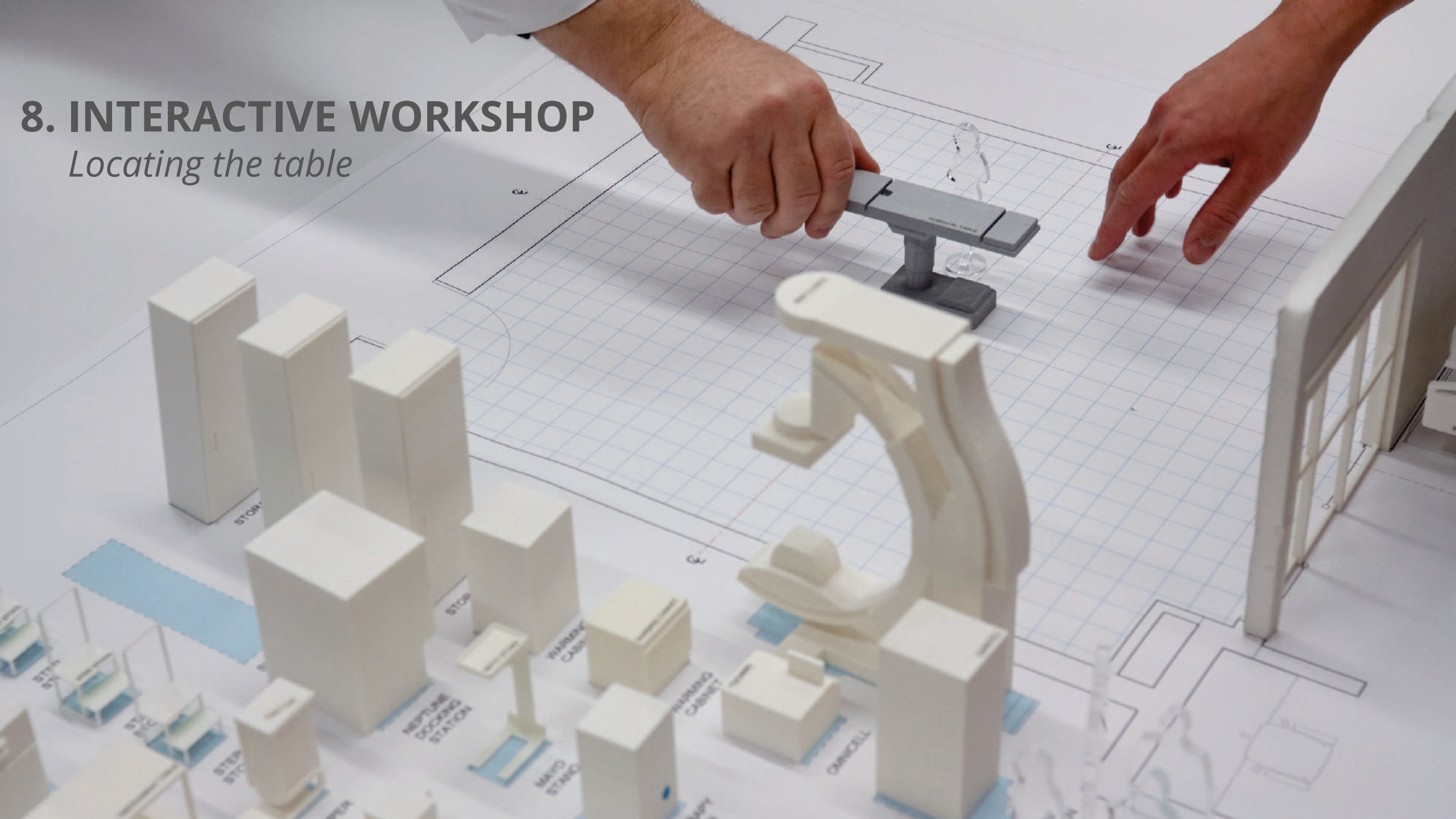
- Physicians
- Registration/IT
- Materials management
- Central sterile processing
- EVS
- Biomed
- Pharmacy/lab
- Nursing/clinical
- Patient focus groups

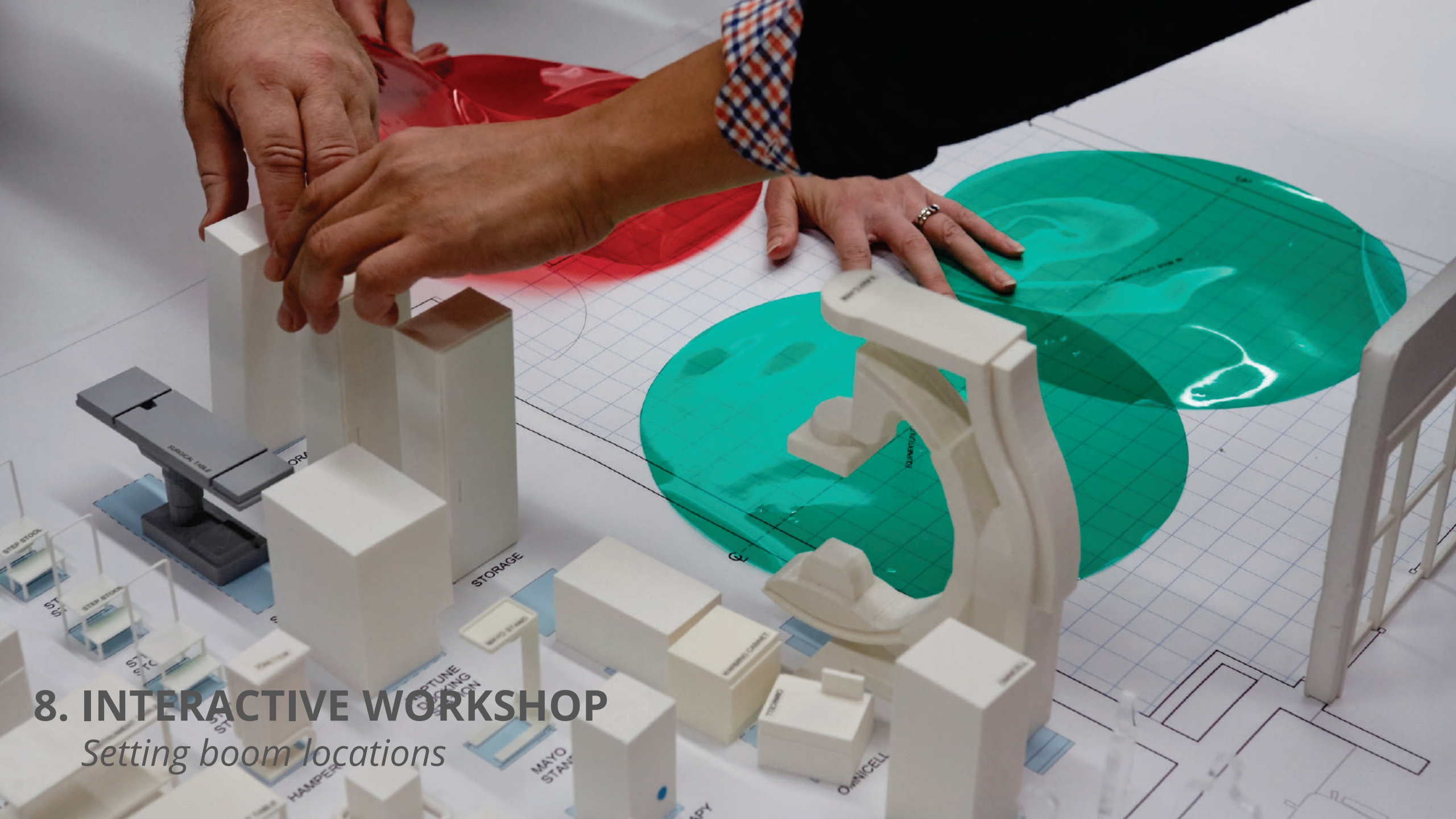


OUR MEDICAL VILLAGE

8. INTERACTIVE WORKSHOP

Locating the table





8. INTERACTIVE WORKSHOP

Setting boom locations

8. INTERACTIVE WORKSHOP

Setting the room before the patients enters



8. INTERACTIVE WORKSHOP

Setting the room during anesthesia





8. INTERACTIVE WORKSHOP

Setting the room during procedure

8. INTERACTIVE WORKSHOP

End of procedure flows



8. INTERACTIVE WORKSHOP

Obtain consensus





8. INTERACTIVE WORKSHOP

Obtain consensus

SD WORKSHOP 03 - 2013

8. INTERACTIVE WORKSHOP

Obtain consensus



SD WORKSHOP 02 - 2013



8. INTERACTIVE WORKSHOP

Obtain consensus

SD WORKSHOP 02 - 2013

9. Photograph + **ANNOTATE**

- Quick photos with mobile phone cameras
- Live annotation with ipads
- Send key decisions back to the office same day

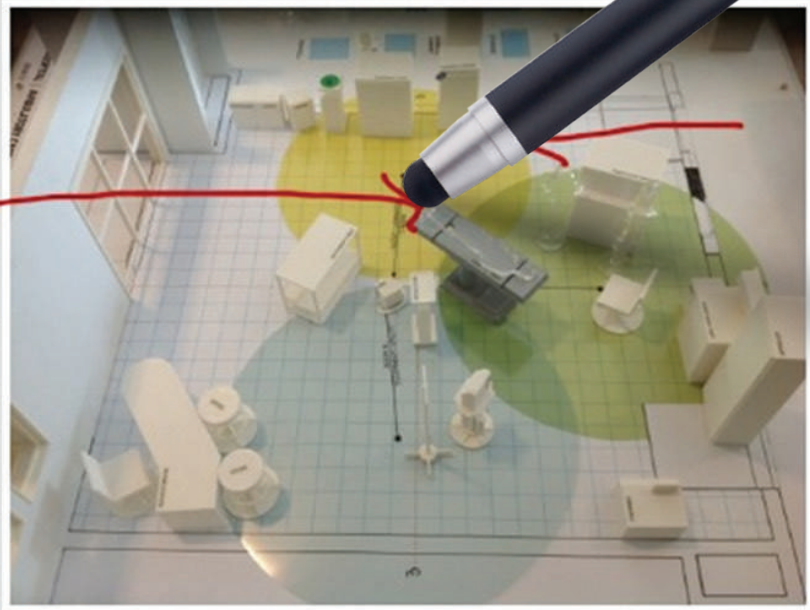


SD WORKSHOP 02 - 2013

9. PHOTOGRAPH + ANNOTATE

iPad 7:35 PM

Equip booms in way on other side
Minimize IV poles?
Can pumps be c/w/boom mounted?
FLIP BACK!!! booms run
Consider
Special
c/w



MAYO
STAND
ADDITIONAL
EQUIPMENT

10. Validate
IN REVIT



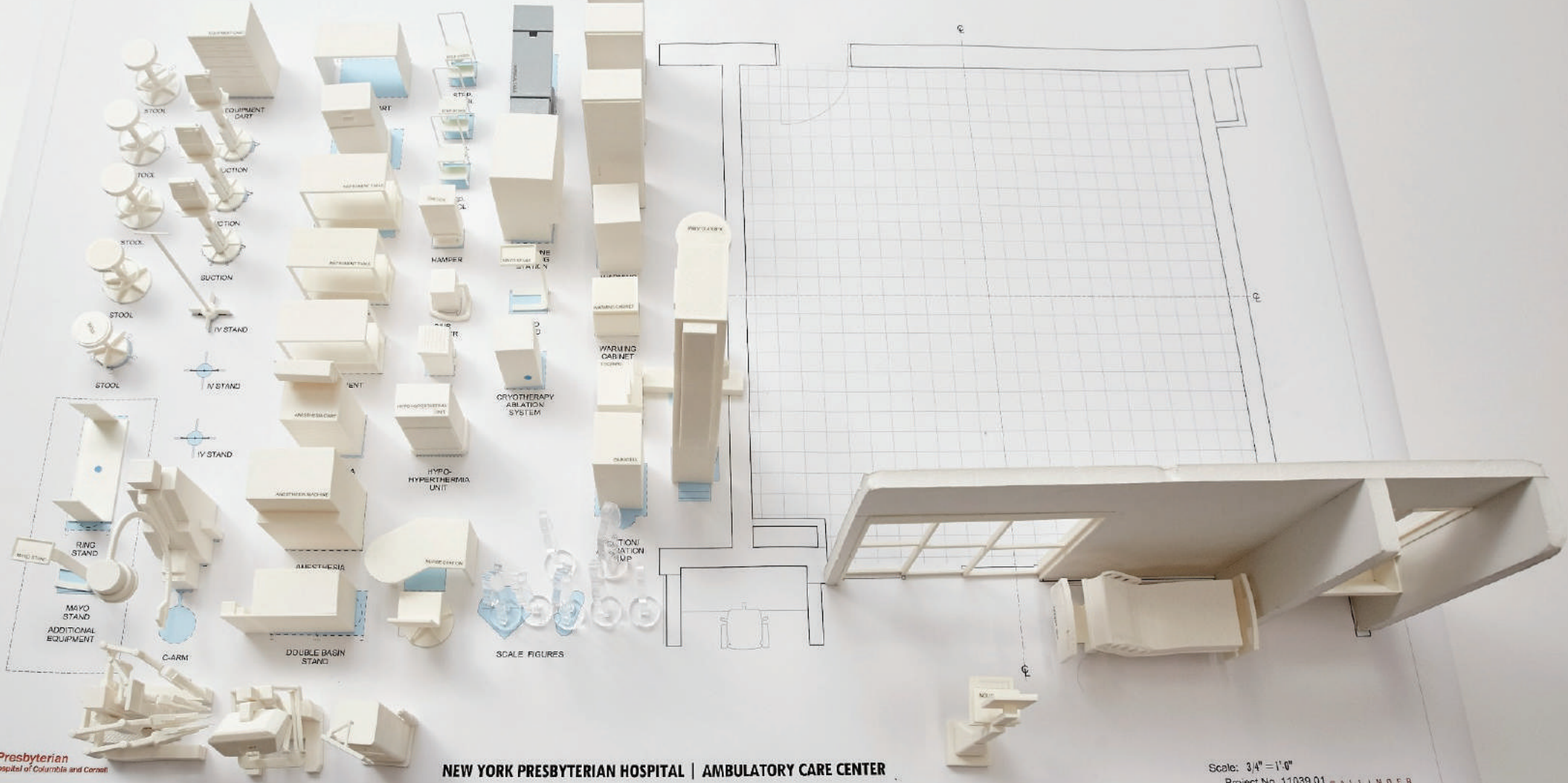
STANDARDIZATION vs. CUSTOMIZATION

- Determine Which Elements are Common to All Sub-Specialties
- Identify Variations
- Determine if Sub-Specialty Requires Unique Room Features.
- Ortho/Pain OR – Fixed Imaging
- GYN – Intra-Operative Radiation Therapy
- GYN/General OR – DaVinci Robot
- Ophthalmology – Femto Second Laser
- Plastics – Leica Microscope
- Review Location of Specialty ORs Within Platform
- OR Cohorting



SETUP

AMB SURG - GENERAL OR



New York-Presbyterian
The University Hospital of Columbia and Cornell

NEW YORK PRESBYTERIAN HOSPITAL | AMBULATORY CARE CENTER

02/06/13

Scale: 3/4" = 1'-0"
Project No. 11039.01 #ALLINDER

ENT CASE

AMB SURG - GENERAL OR



NewYork-Presbyterian
The University Hospital of Columbia and Cornell

NEW YORK PRESBYTERIAN HOSPITAL | AMBULATORY CARE CENTER

02/06/13

Scale: 3/4" = 1'-0"
Project No. 11039.01 BALLINGER

AMB SURG - GENERAL OR

COLO RECTAL CASE



EYE CASE

AMB SURG - GENERAL OR



NewYork-Presbyterian
The University Hospital of Columbia and Cornell

NEW YORK PRESBYTERIAN HOSPITAL | AMBULATORY CARE CENTER

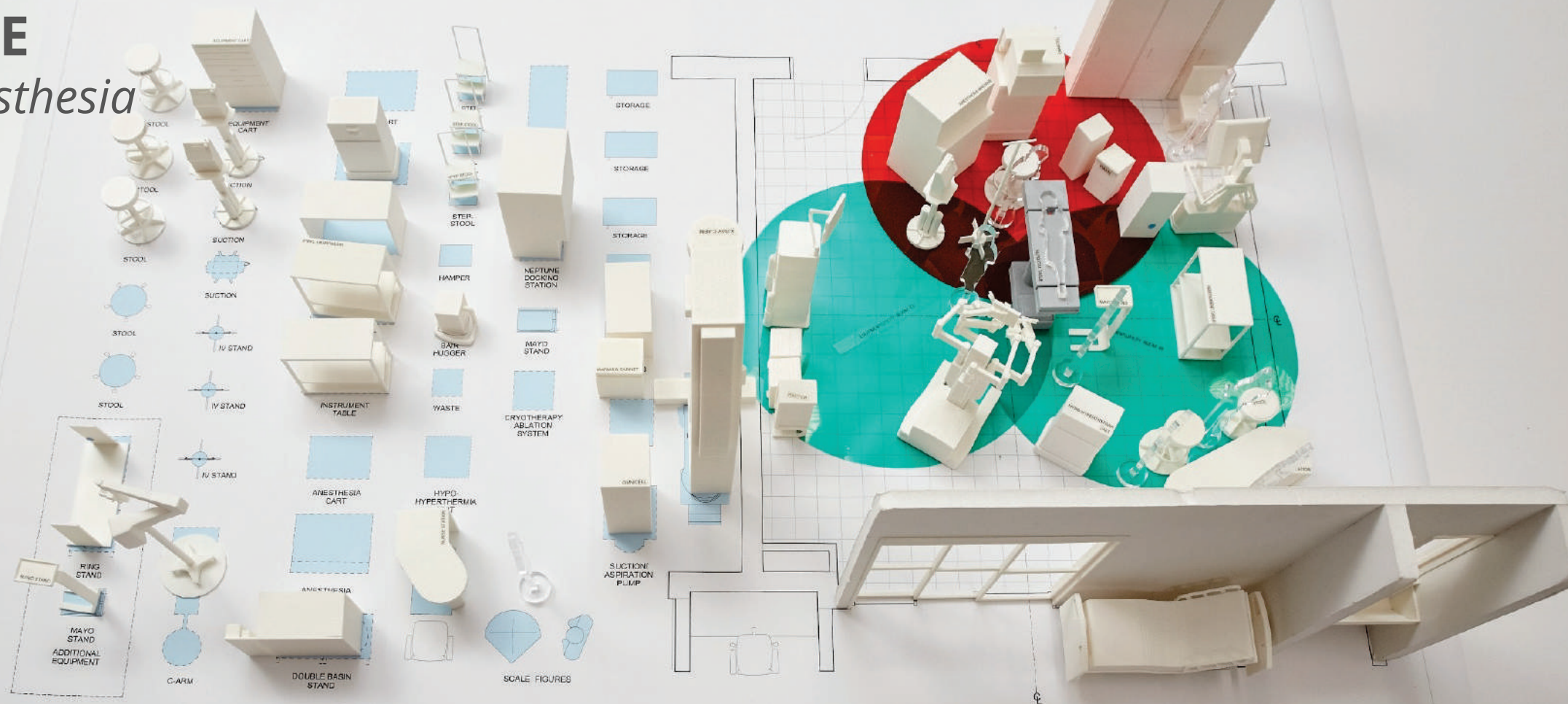
02/06/13

Scale: 3/4" = 1'-0"
Project No. 11039.01 BALLINGER

GYN CASE

During anesthesia

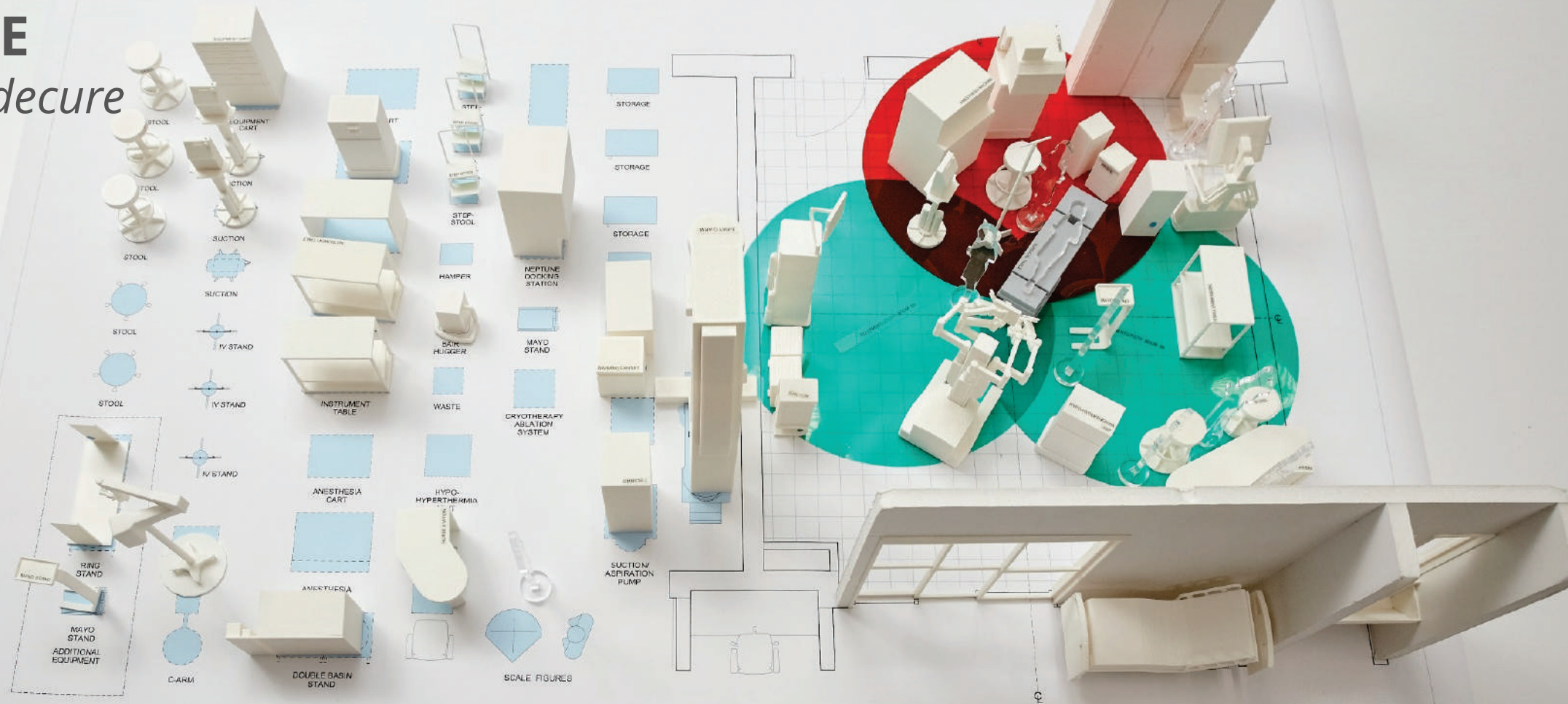
AMB SURG - GENERAL OR



AMB SURG - GENERAL OR

GYN CASE

During procedure





NewYork-Presbyterian
The University Hospital of Columbia and Cornell

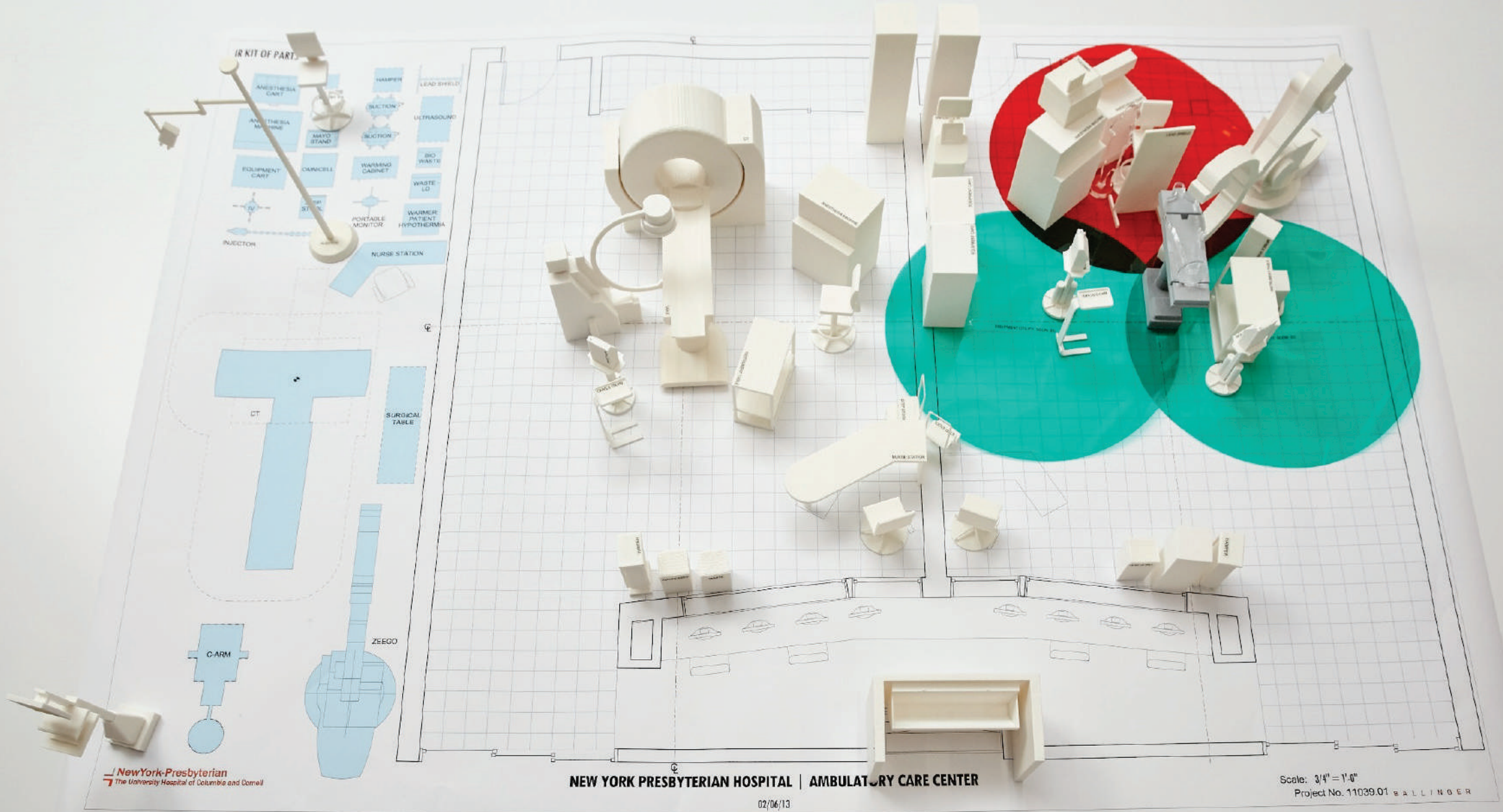
NEW YORK PRESBYTERIAN HOSPITAL | AMBULATORY CARE CENTER

02/06/13

Scale: 3/4" = 1'-0"
Project No. 11039.01 BALLINGER

INTERVENTIONAL RADIOLOGY

During anesthesia



NewYork-Presbyterian
The University Hospital of Columbia and Cornell

NEW YORK PRESBYTERIAN HOSPITAL | AMBULATORY CARE CENTER

02/06/13

Scale: 3/4" = 1'-0"
Project No. 11039.01 BALLINGER

INTERVENTIONAL RADIOLOGY

During procedure



NewYork-Presbyterian
The University Hospital of Columbia and Cornell

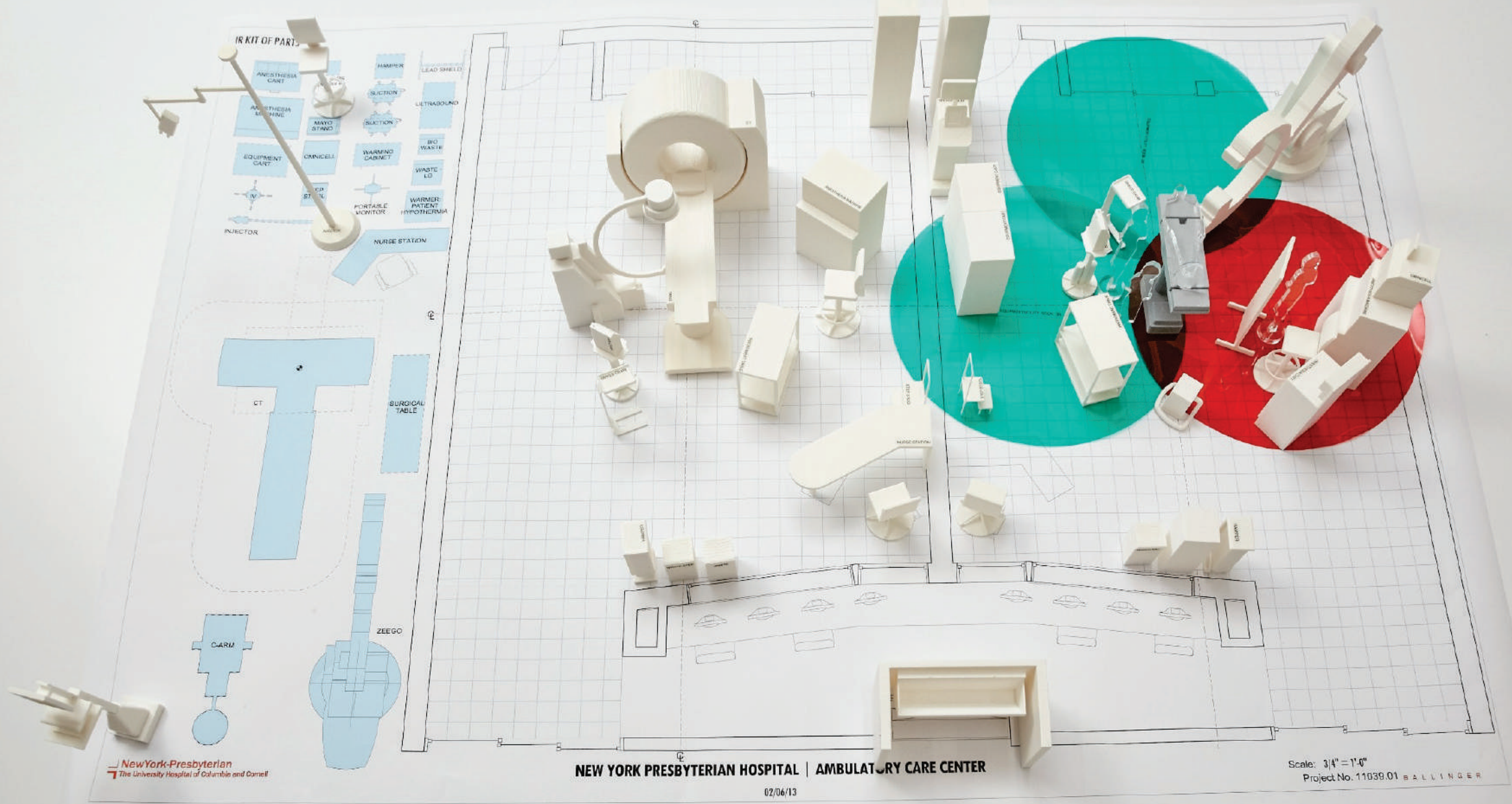
NEW YORK PRESBYTERIAN HOSPITAL | AMBULATORY CARE CENTER

02/06/13

Scale: 3/4" = 1'-0"
Project No. 11039.01 BALLINDER

INTERVENTIONAL RADIOLOGY

Anesthesia Alt location



INTERVENTIONAL RADIOLOGY

Procedure

6th Floorplan



8th Floorplan



5th Floorplan



7th Floorplan



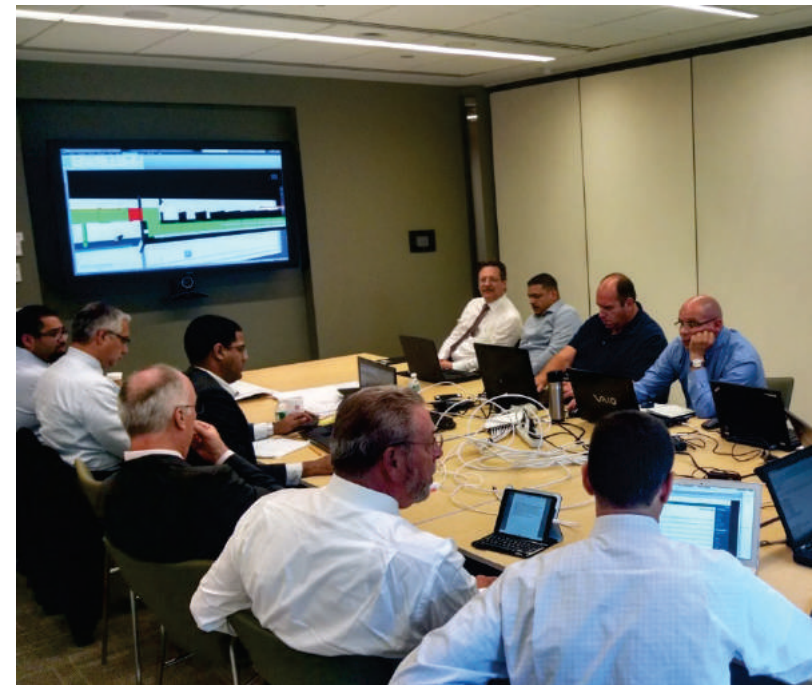
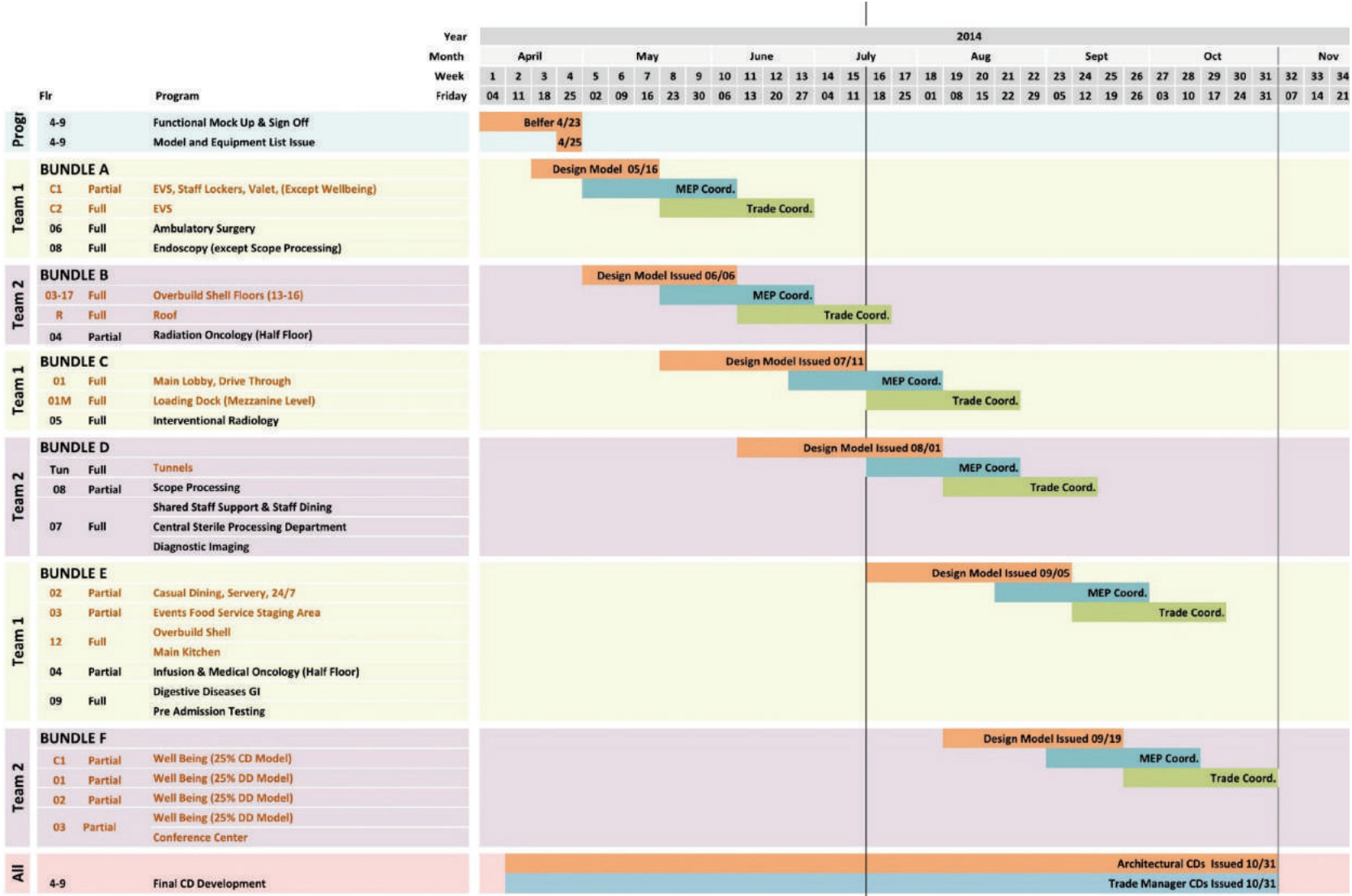
4th Floorplan



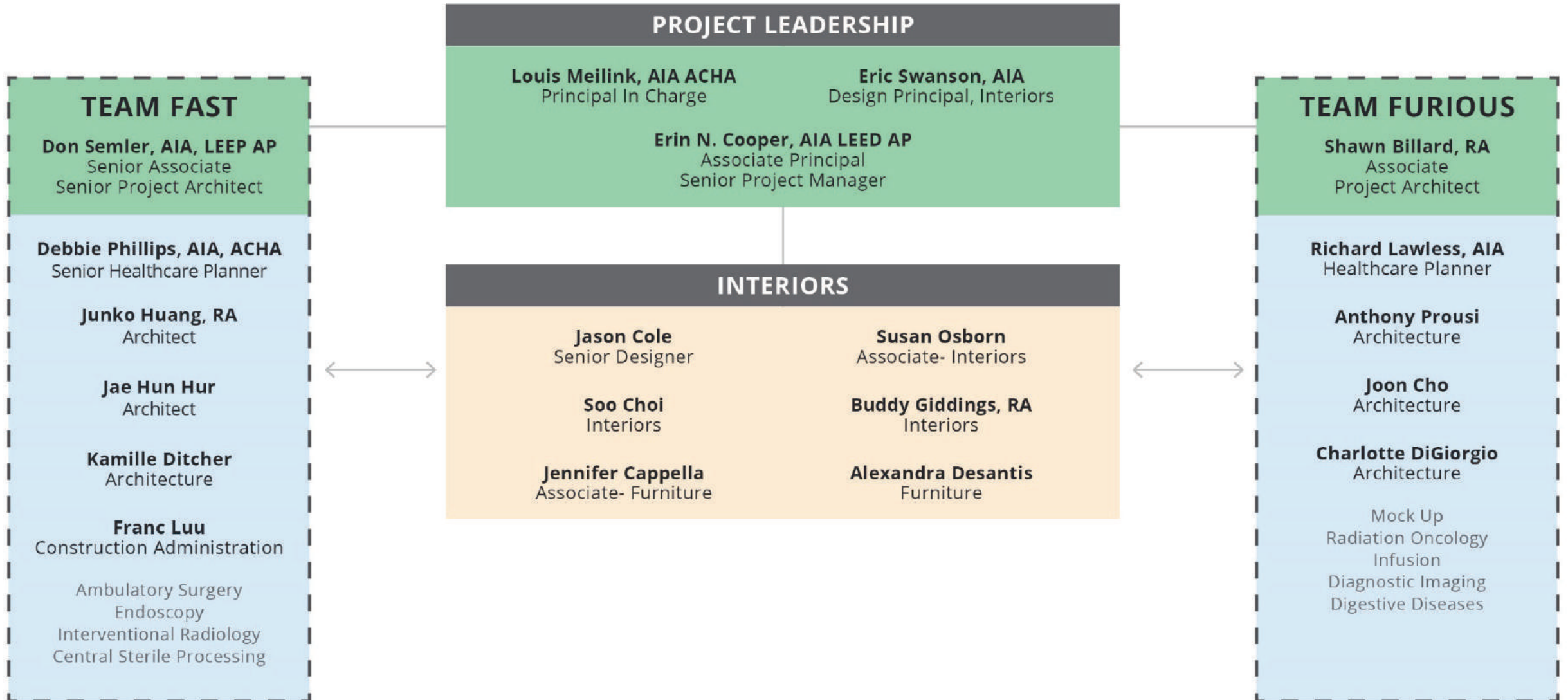
9th Floorplan



ROLLING ESTIMATES

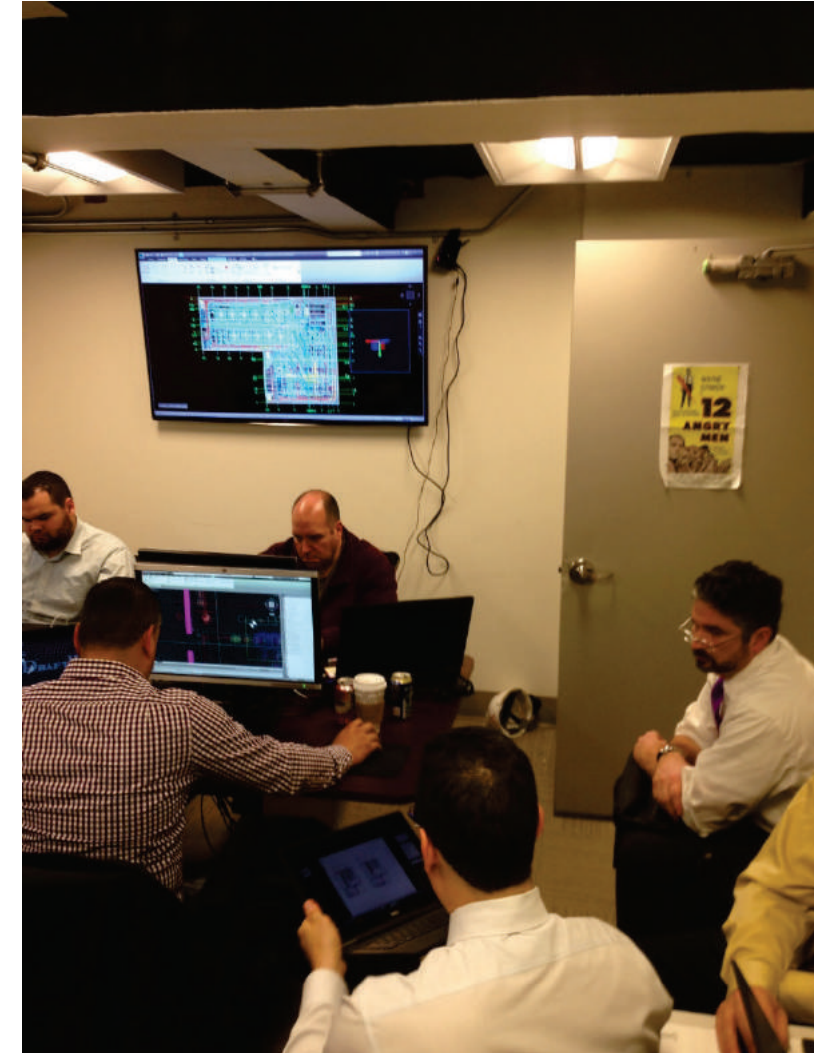


BALLINGER TEAM ORGANIZATION



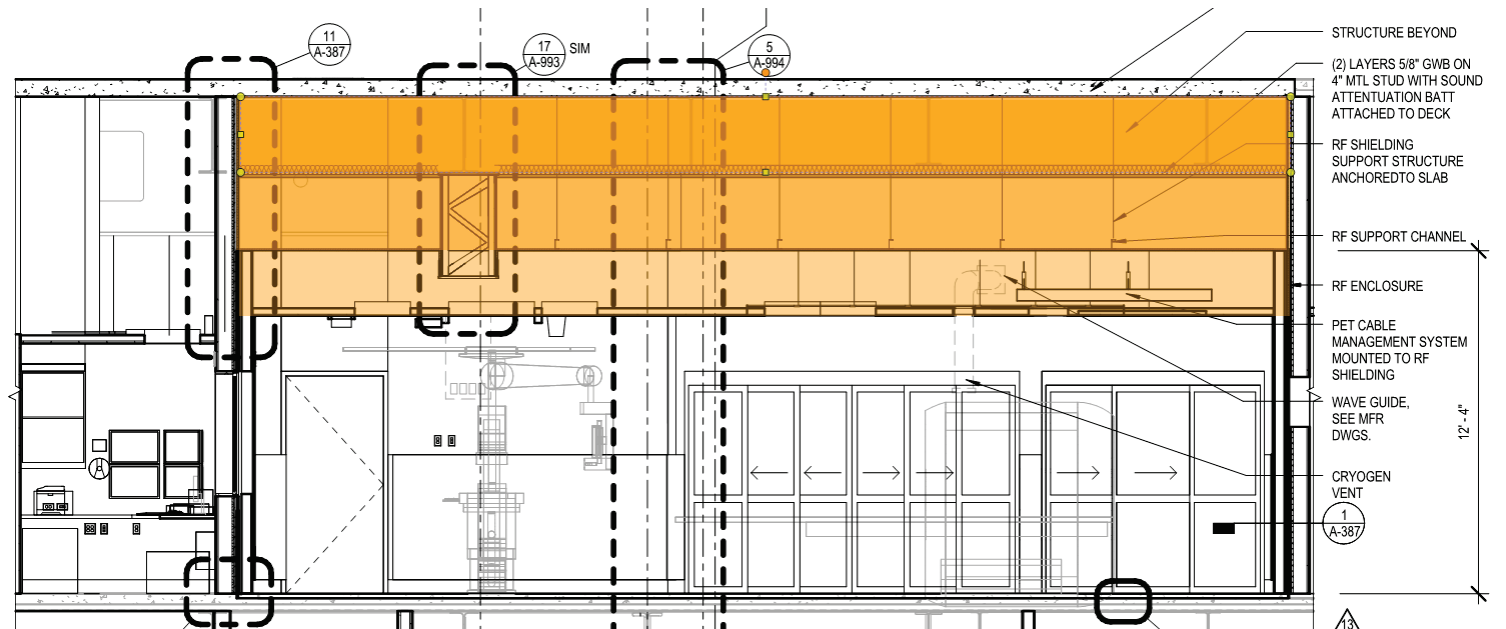
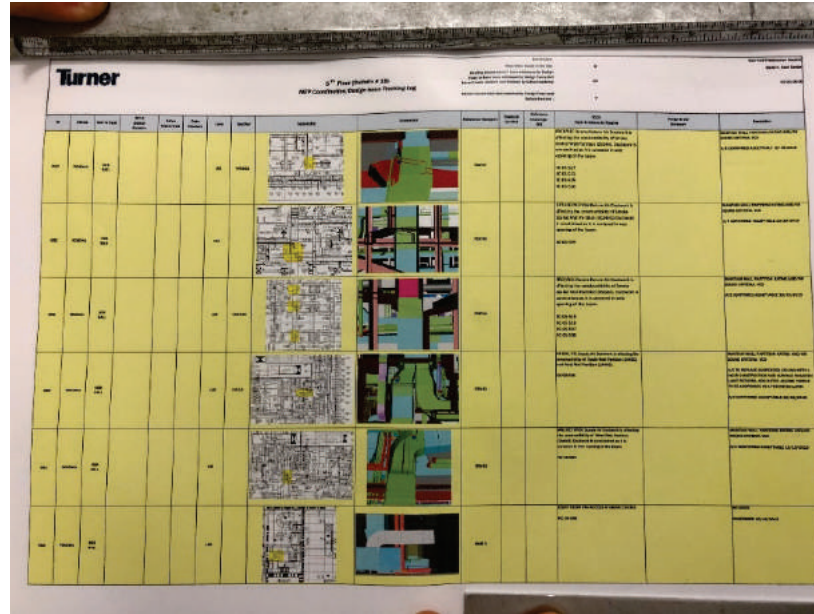
Construction ADMINISTRATION ISSUES

- Pre-Construction /Pre-Buyout:
- 5 ½ month Intensive Above-Ceiling coordination, post CDs. Use of Navisworks and the Design team and all Trade Manager/ SubConsultants.
- After complete, the MRI-PET Procedure Space was re-coordinated with the latest equipment and Site specific drawings.



Construction ADMINISTRATION ISSUES

- Coordination of ductwork, shielding independent component support/bracing, Unistrut/Equipment coordination.
- Additional coordination of Acoustics, pipe penetrations, shielding height confirmation, electrical pathways...



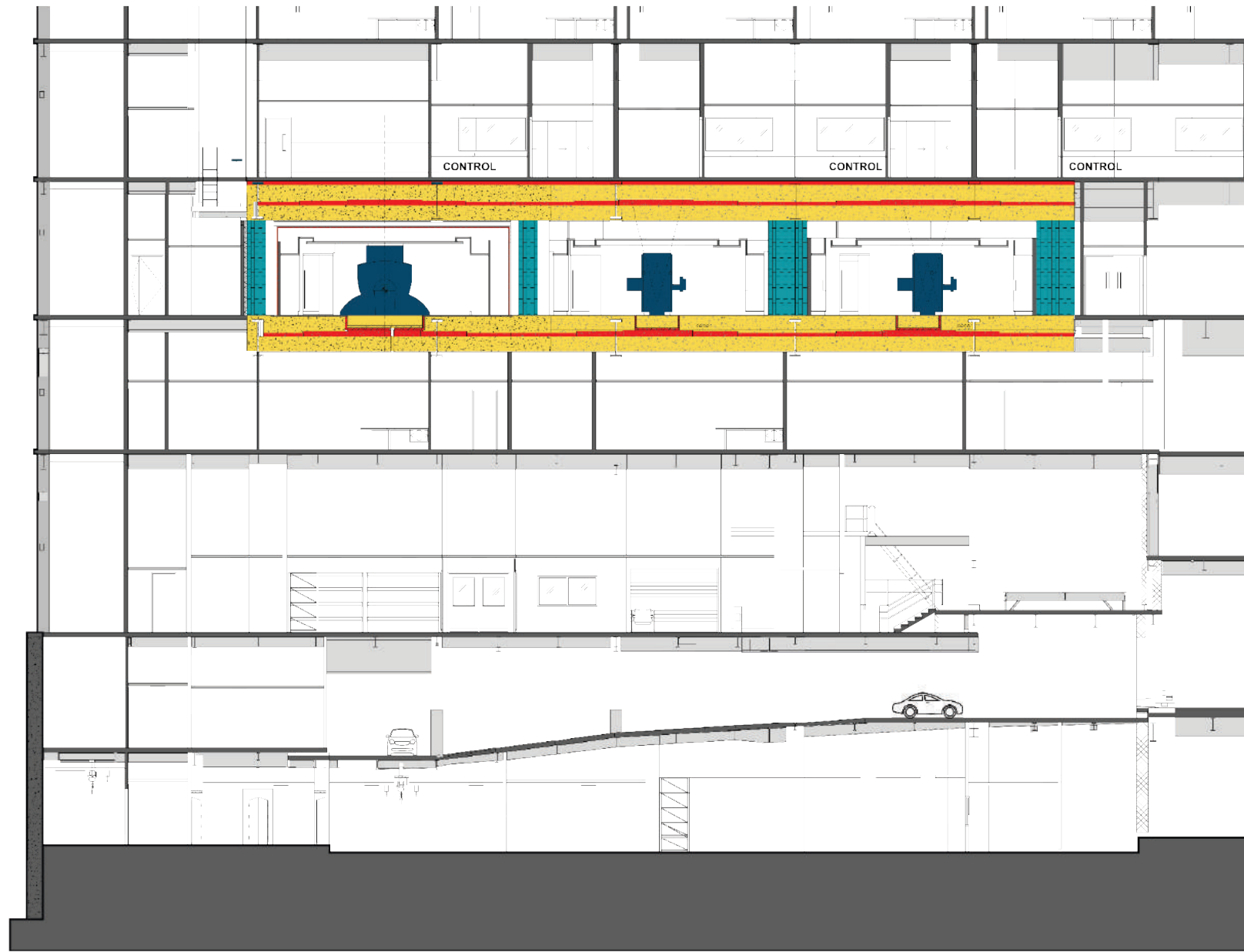
Radiology ONCOLOGY VAULTS



RADIATION ONCOLOGY VAULTS



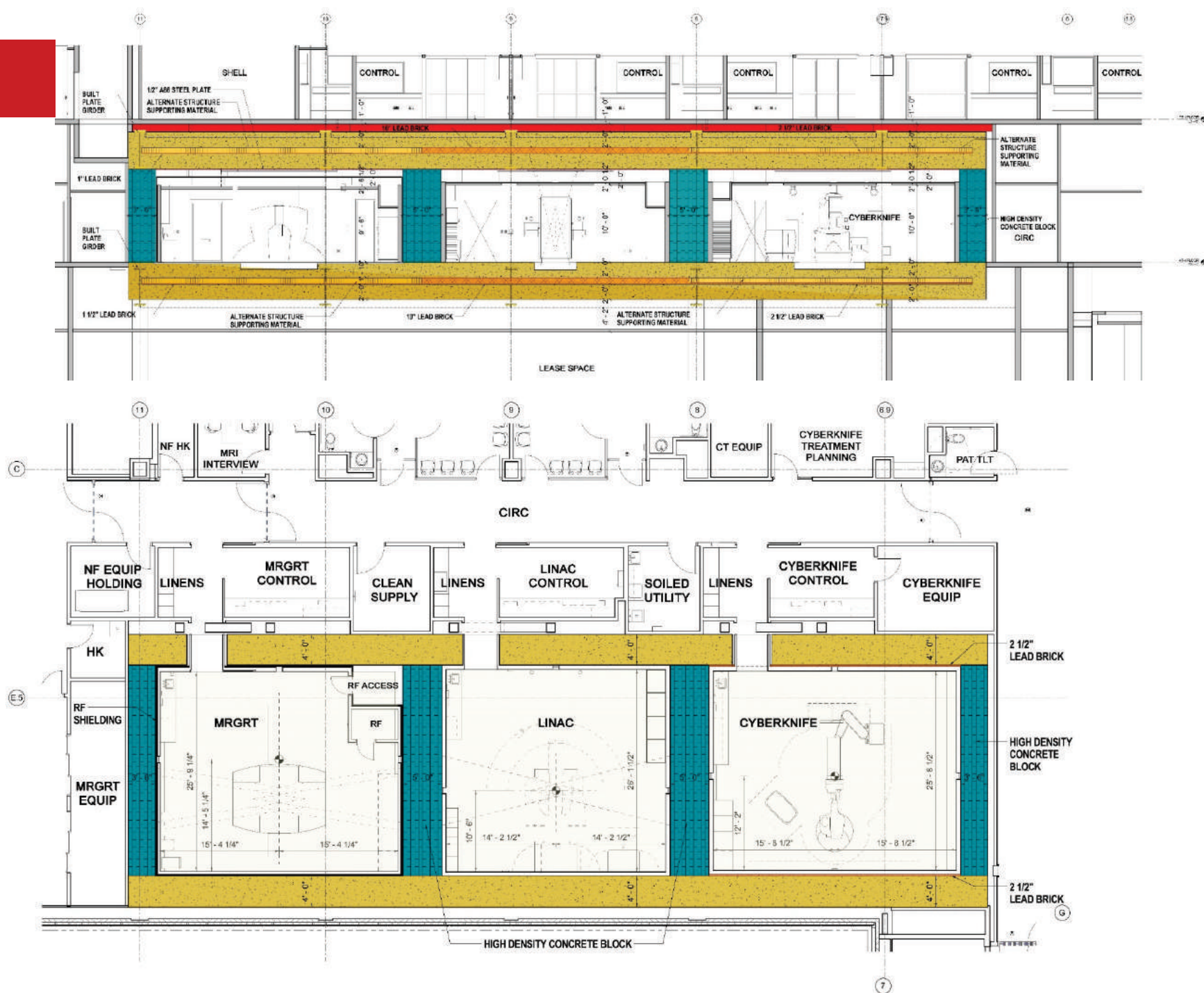
RADIATION ONCOLOGY VAULTS







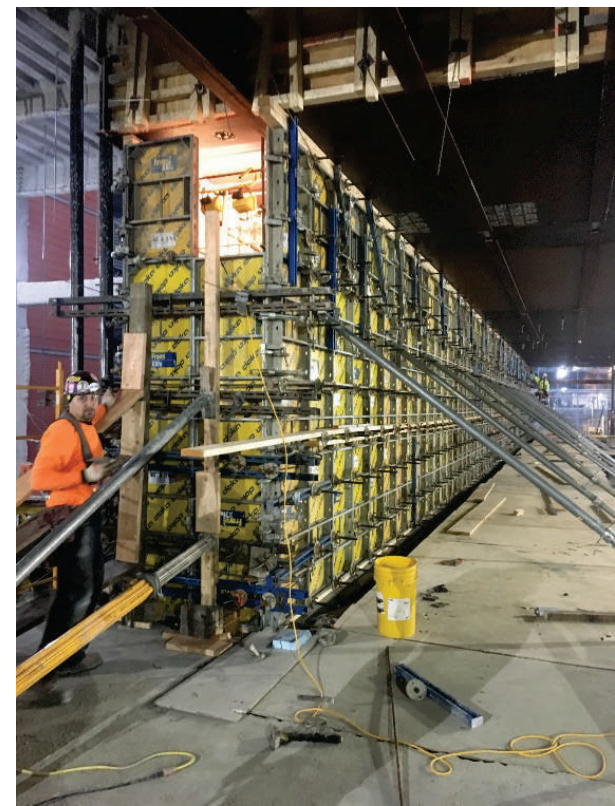
SHIELDING





Radiation Oncology Vaults Field Coordination tools









DE-CON PAC
DE-CON PAC
DE-CON PAC
DE-CON PAC
DE-CON PAC
DE-CON PAC

CAUTION
CAUTION

WILSON
MONTFORT GROUP



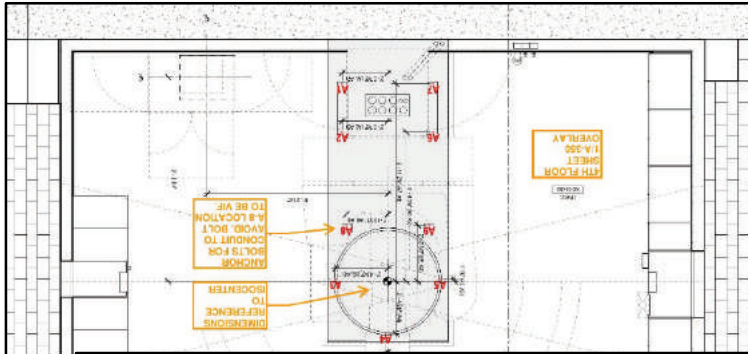






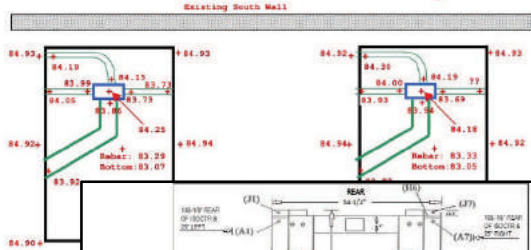


LINACC PIT COORDINATION



TCC LINACC SURVEY FOR REFERENCE WITH OVERLAY OF VARIAN AUTOCAD DIMENSIONED ON 1/A-350 PLAN 12/13/16

Turner Construction Company
LINACC Elevation Survey
11-9-16



VARIAN BASEPLATE DIAGRAM FOR REFERENCE WITH OVERLAY OF VARIAN AUTOCAD DIMENSIONED ON 1/A-350 PLAN 12/13/16

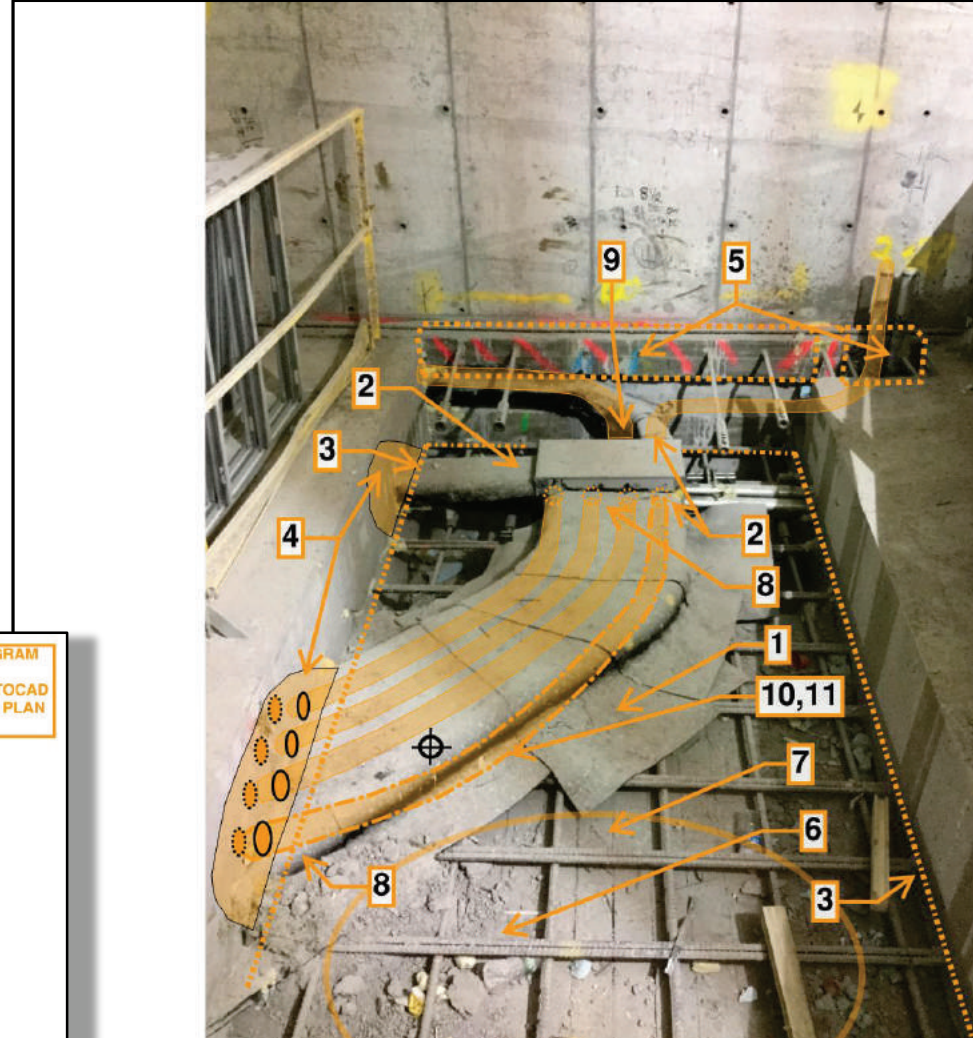
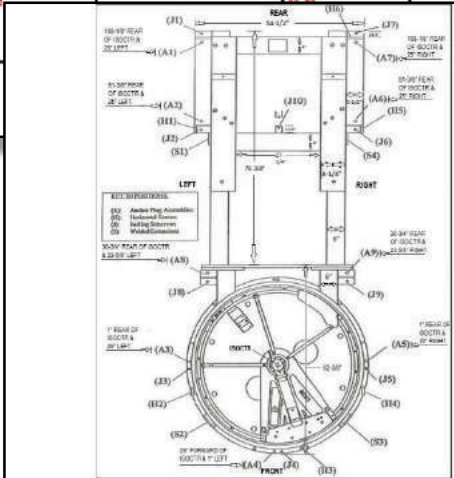


PHOTO NOTATION FOR REFERENCE WITH OVERLAY OF VARIAN AUTOCAD DIMENSIONED ON 1/A-350 PLAN 12/13/16

LINACC VAULT 04-483

Summary of Pit adjustment steps required for installation of Varian baseplate anchor bolts, to assist TCC in addressing action items below.

REFERENCE: M. Bero Follow-Up Meeting Note 11/29/16, received 12/5/2016 10:34 AM

ACTION ITEMS:

1. Turner to create as-built of BaseFrame pit and conduits paths with the Varian BaseFrame overlay.
2. RJB conduits are to be moved by Turner so that they are behind the furred out wall.
3. Conduits/Sleeves for water lines to install by Turner for both the Edge and TrueBeam.

DEMOLITION NOTES:

1. Remove conduit lead shield and set aside for reuse.
2. Disengage the 4 south, 2 west, and 1 north conduit from center pull box.
3. Fully cut-away the rebar grid below the conduit, and remove. Remove all spacers remaining between the Conduit and the rebar grid.
4. Chip away concrete at pit sides in order to lower the the conduit as it enters the pit.
5. Cut off keyway ledge as needed to accommodate pipe and baseframe installation against the north wall.
6. Clean pit of all debris.

INSTALLATION NOTES

7. Install required layer of lead brick below conduits.
8. Lower conduits as low as possible and reconnect with pull box- all sides.
9. North conduit to be reconnected to CL of pull box to accommodate required piping path to the north wall.
10. Reconfigure one conduit to accommodate Anchor Bolt A-8.
11. Reinstall lead protection over lowered conduits.

Complete installation of baseframe, shielding and concrete.

NOTE:

Similar steps are suggested for Edge Room KC-04-480, except for notes 9 and 10.







7th floor uptakes – Similar lead walls









371

15043
A-4
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15043
A-4
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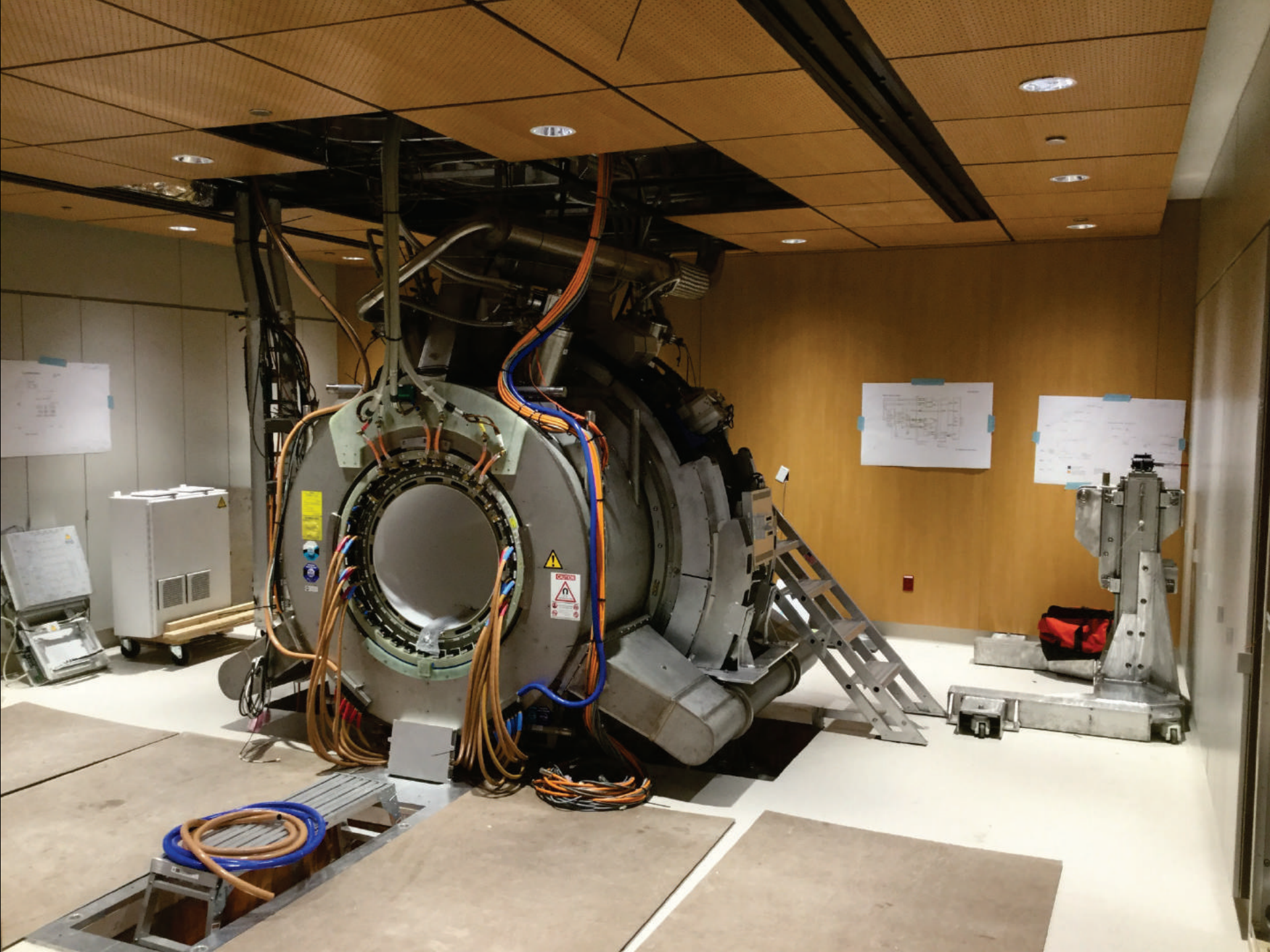
368

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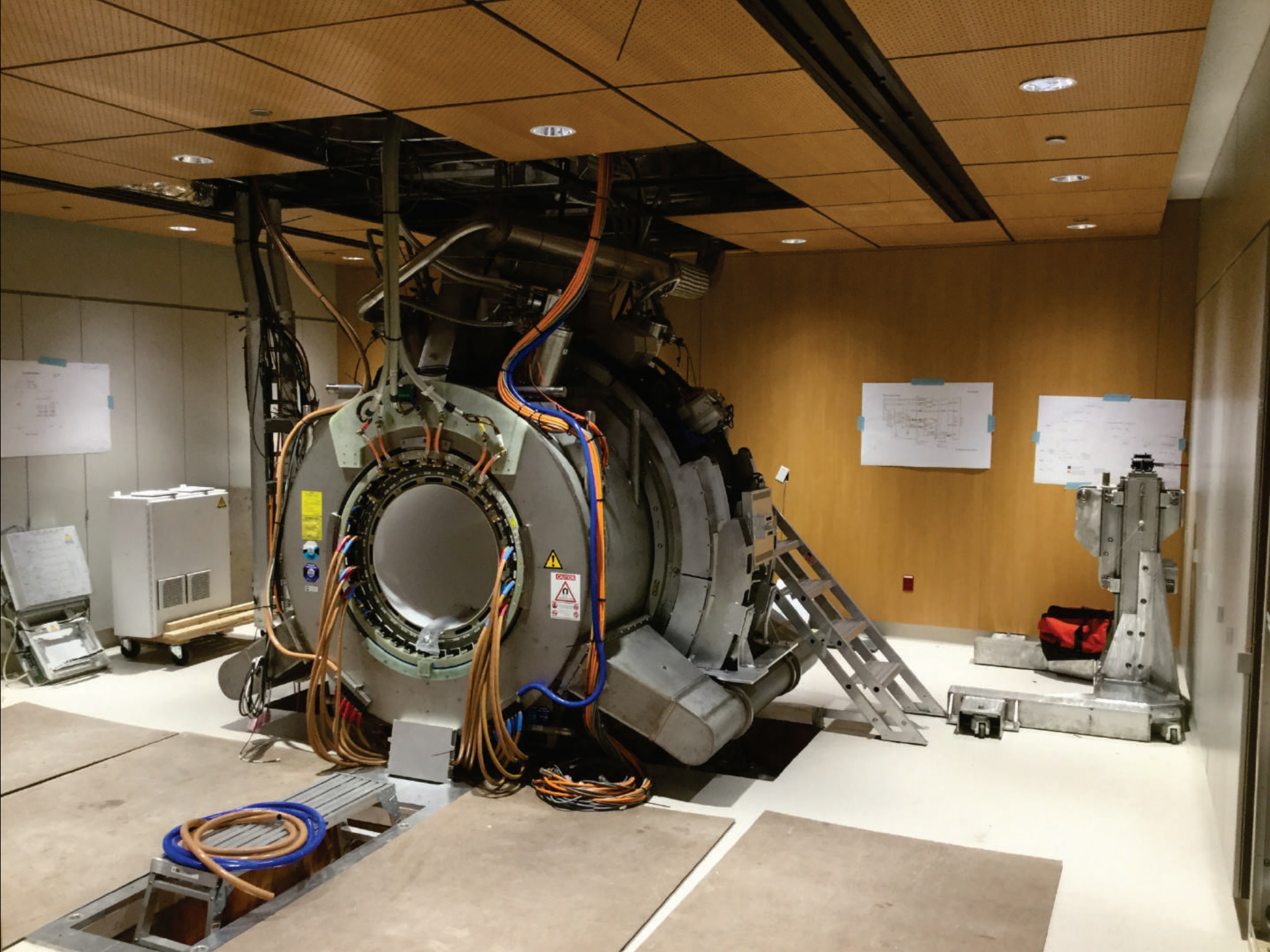














MRIDIAN Linac
by VEEKEN





MRI/PET/ANGIO
Procedure Room
**FIRST ROOM
TYPE IN THE
WORLD**



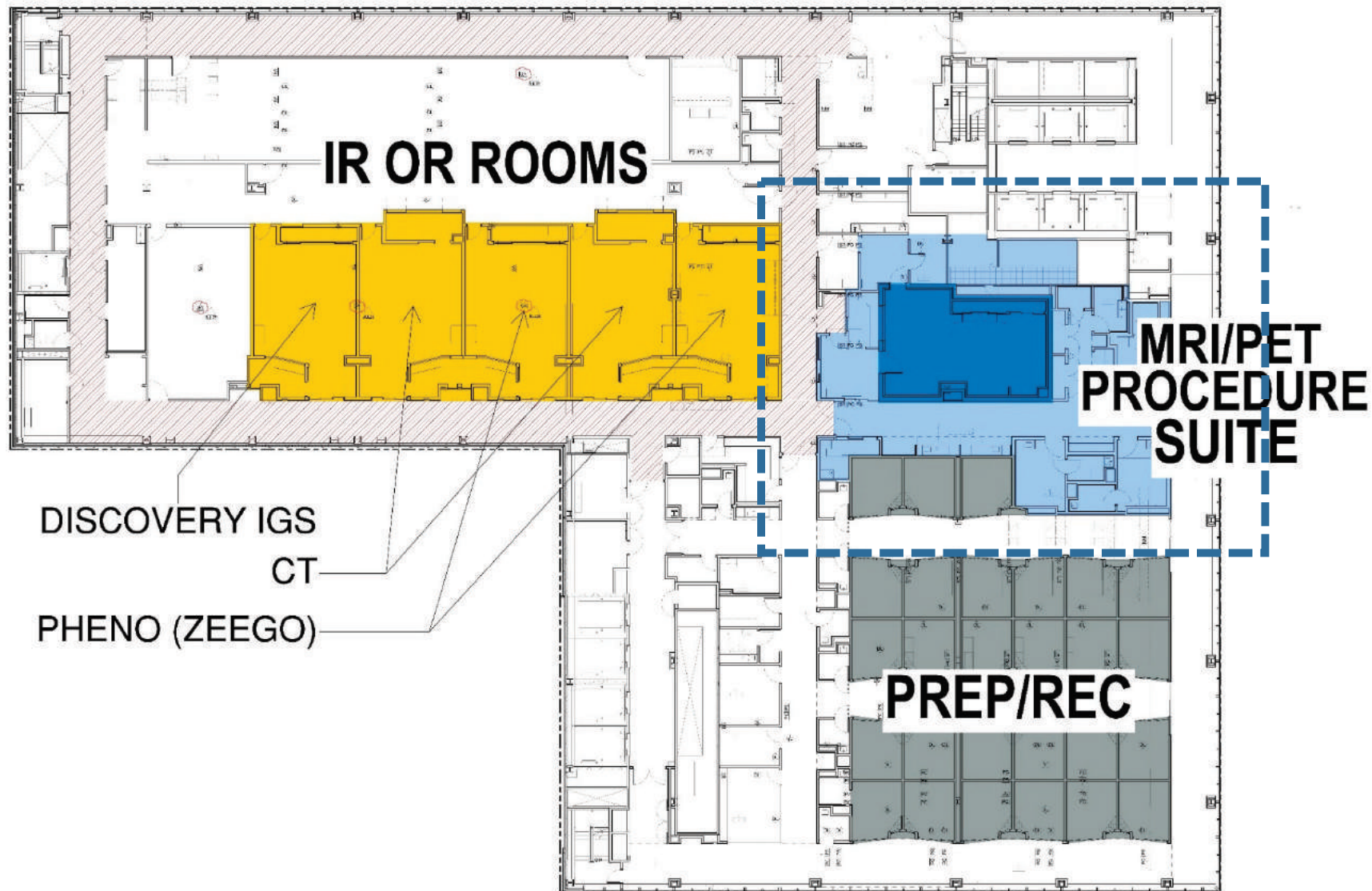


What make this room
SO UNIQUE?

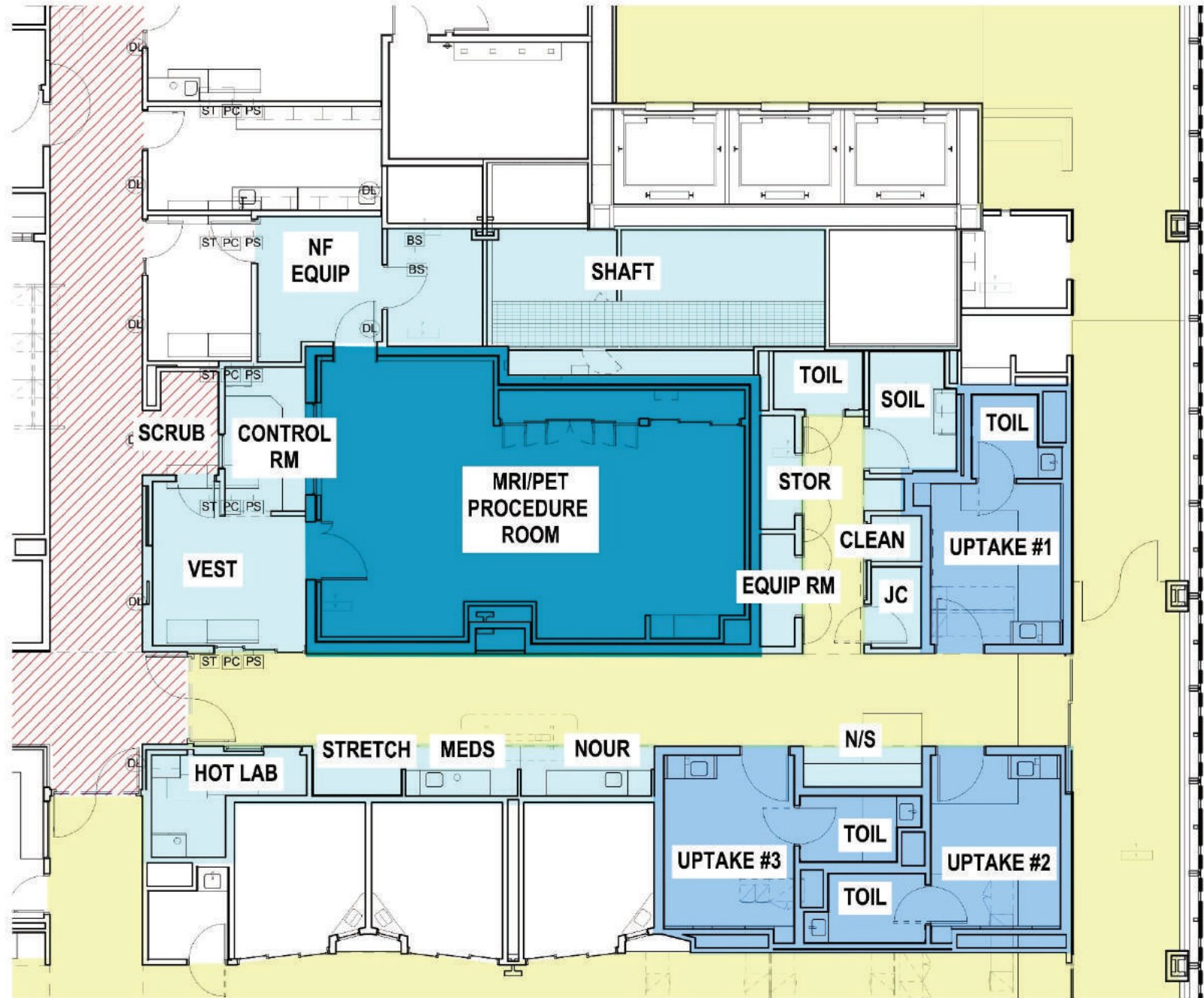
MRI/PET
Angio C-Arm
Linked Together
In an operating room setting

MRI/PET Procedure Room

5th Floor IR

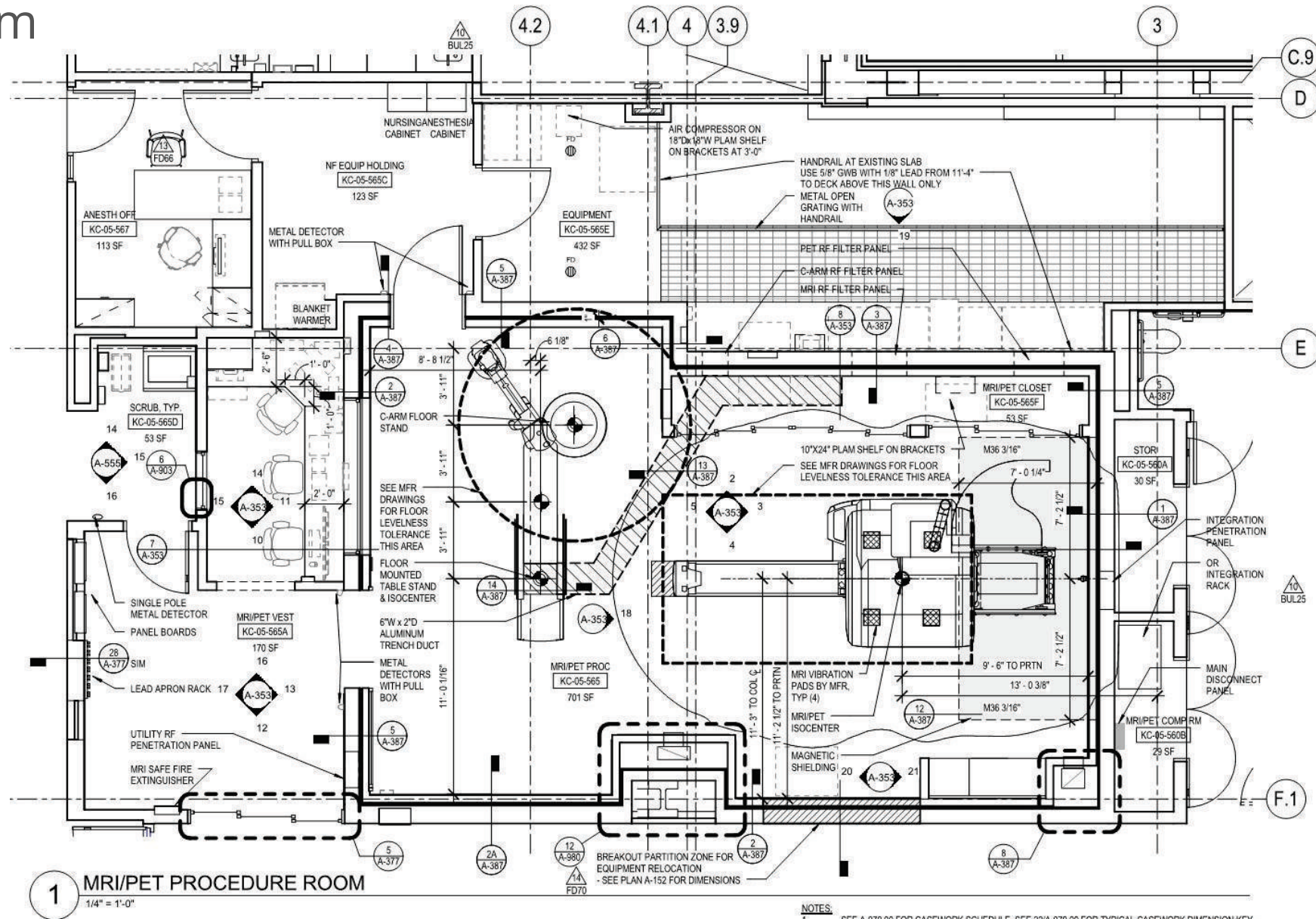


MRI/PET Procedure Room Suite Layout



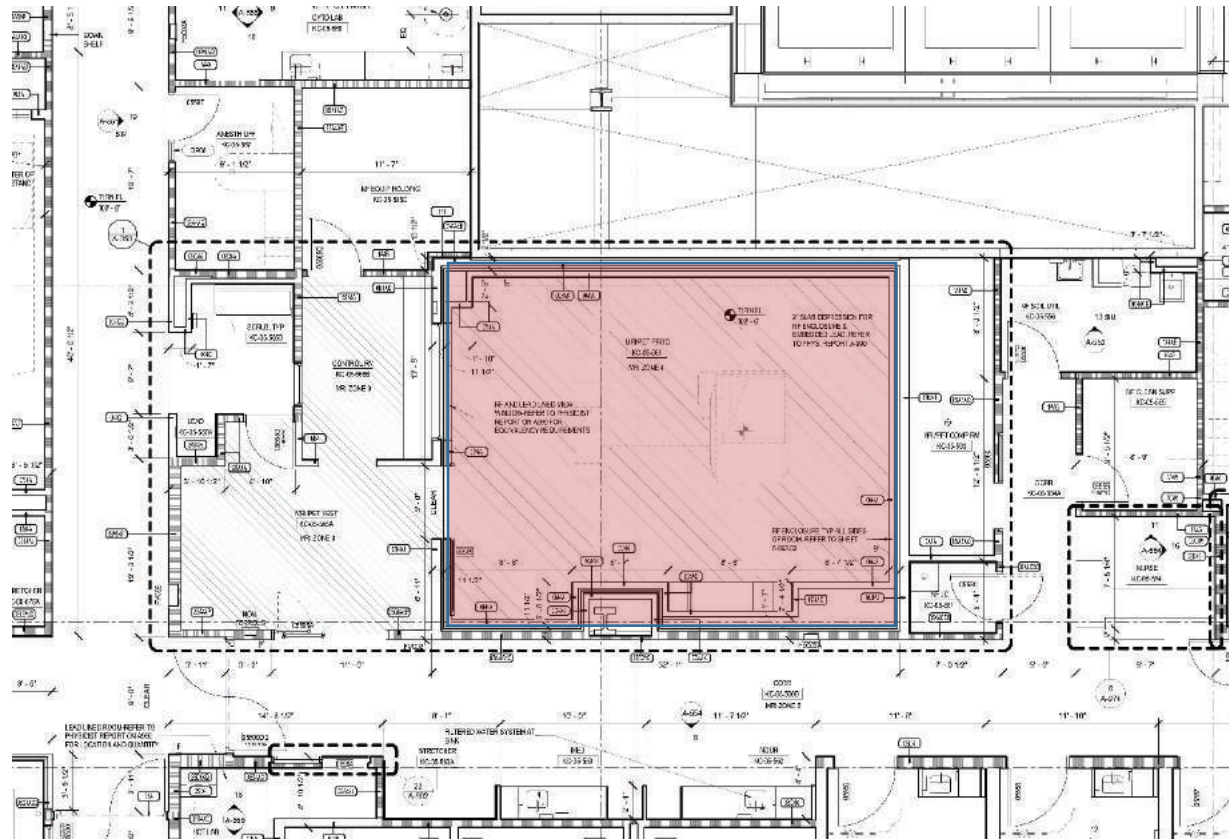
MRI/PET Procedure Room

CONSTRUCTION DOCUMENTS

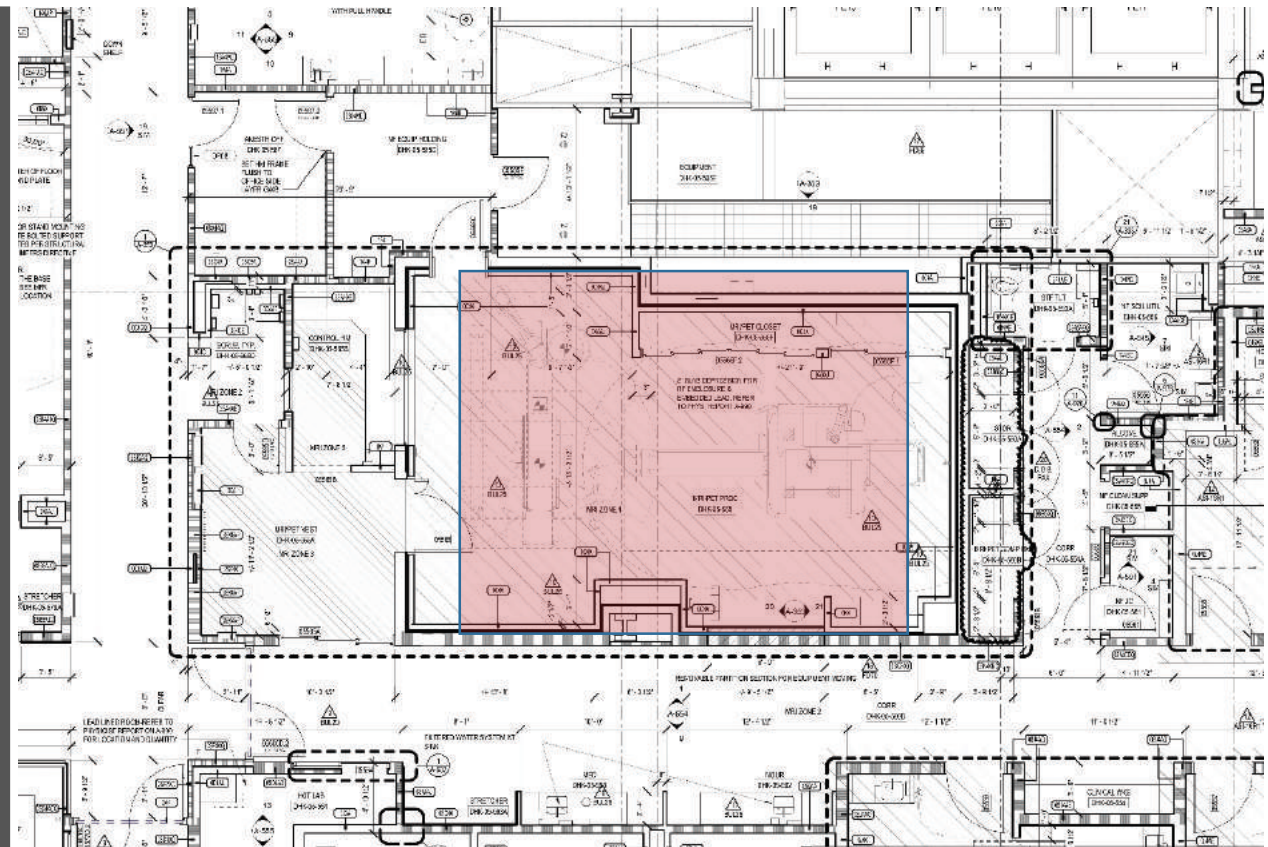


MRI/PET Procedure Room

TIMELINE REVIEW



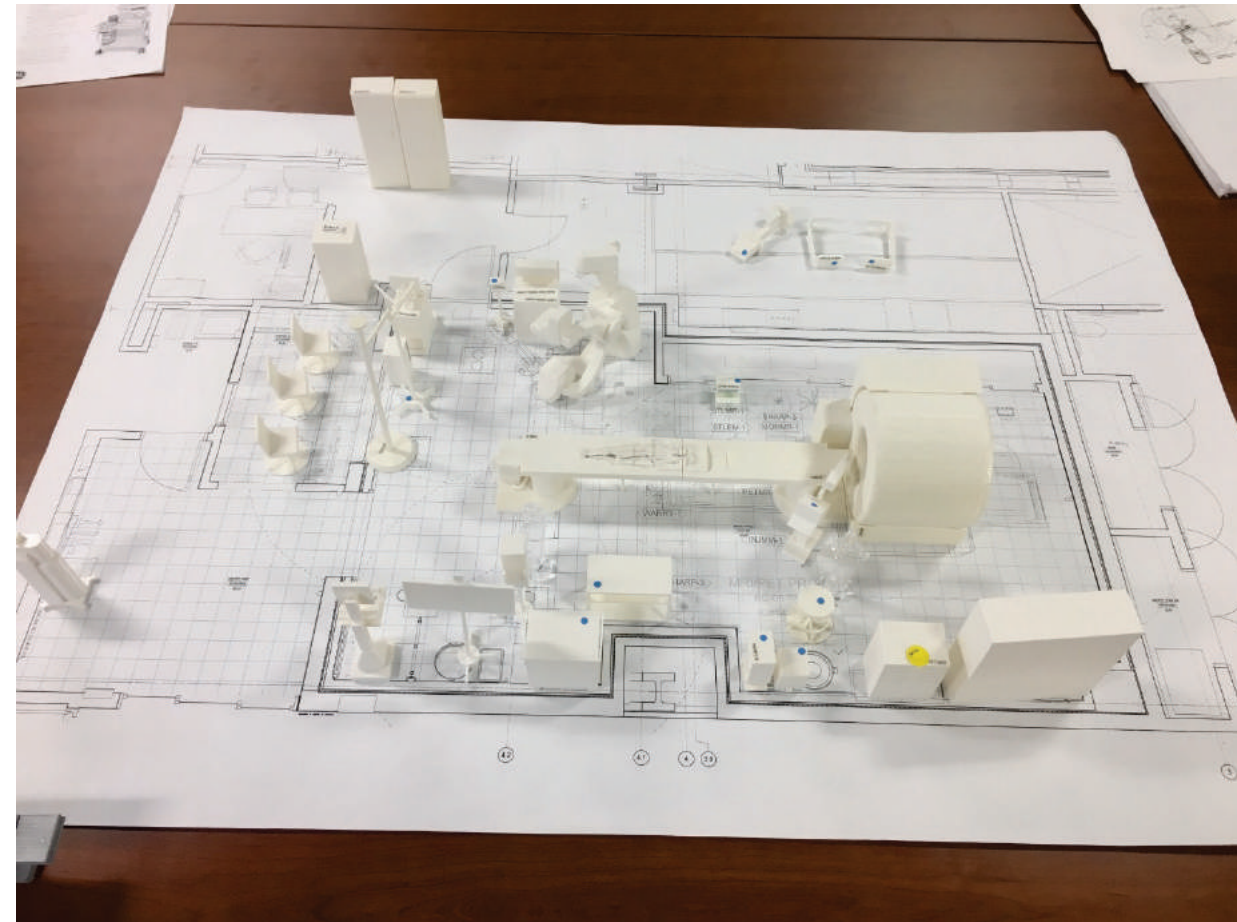
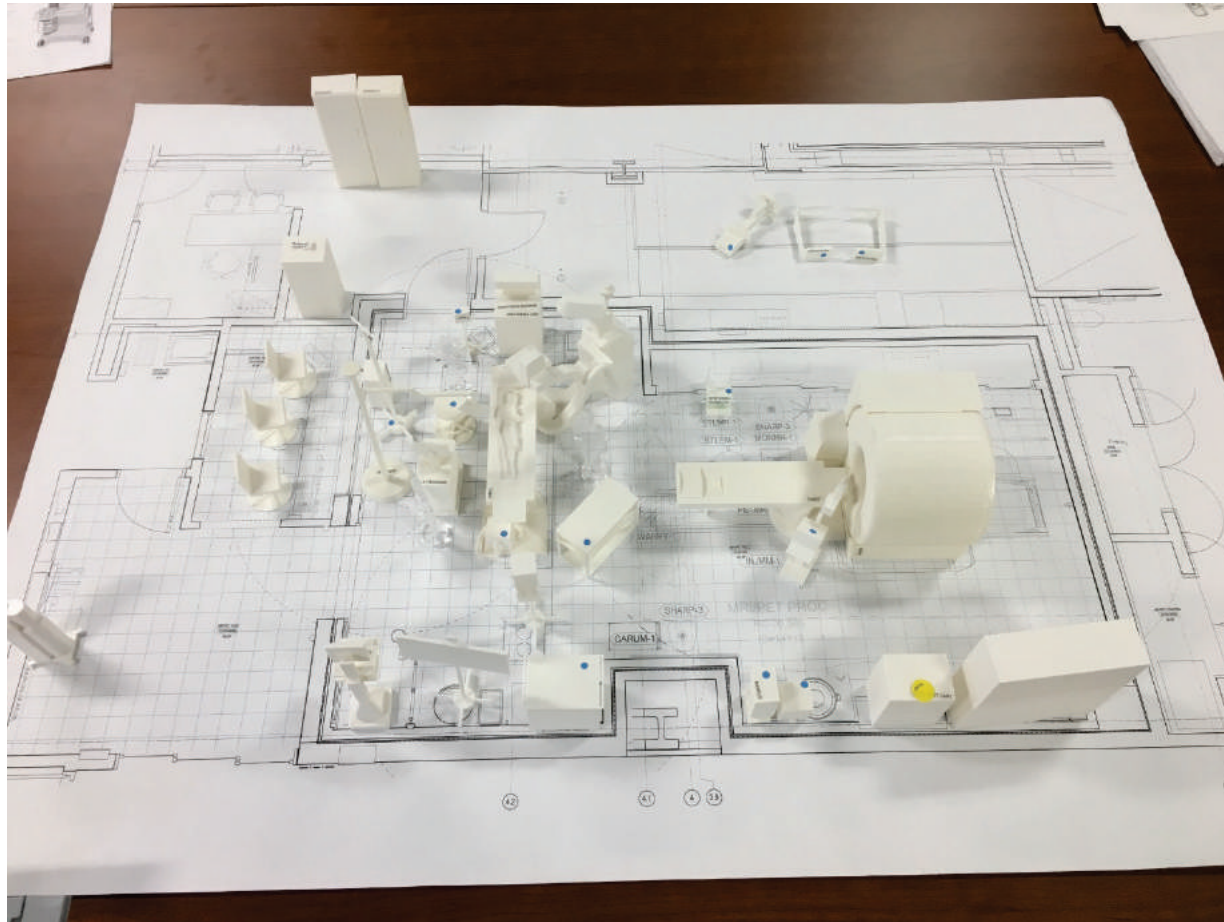
ORIGINAL FLOOR PLAN



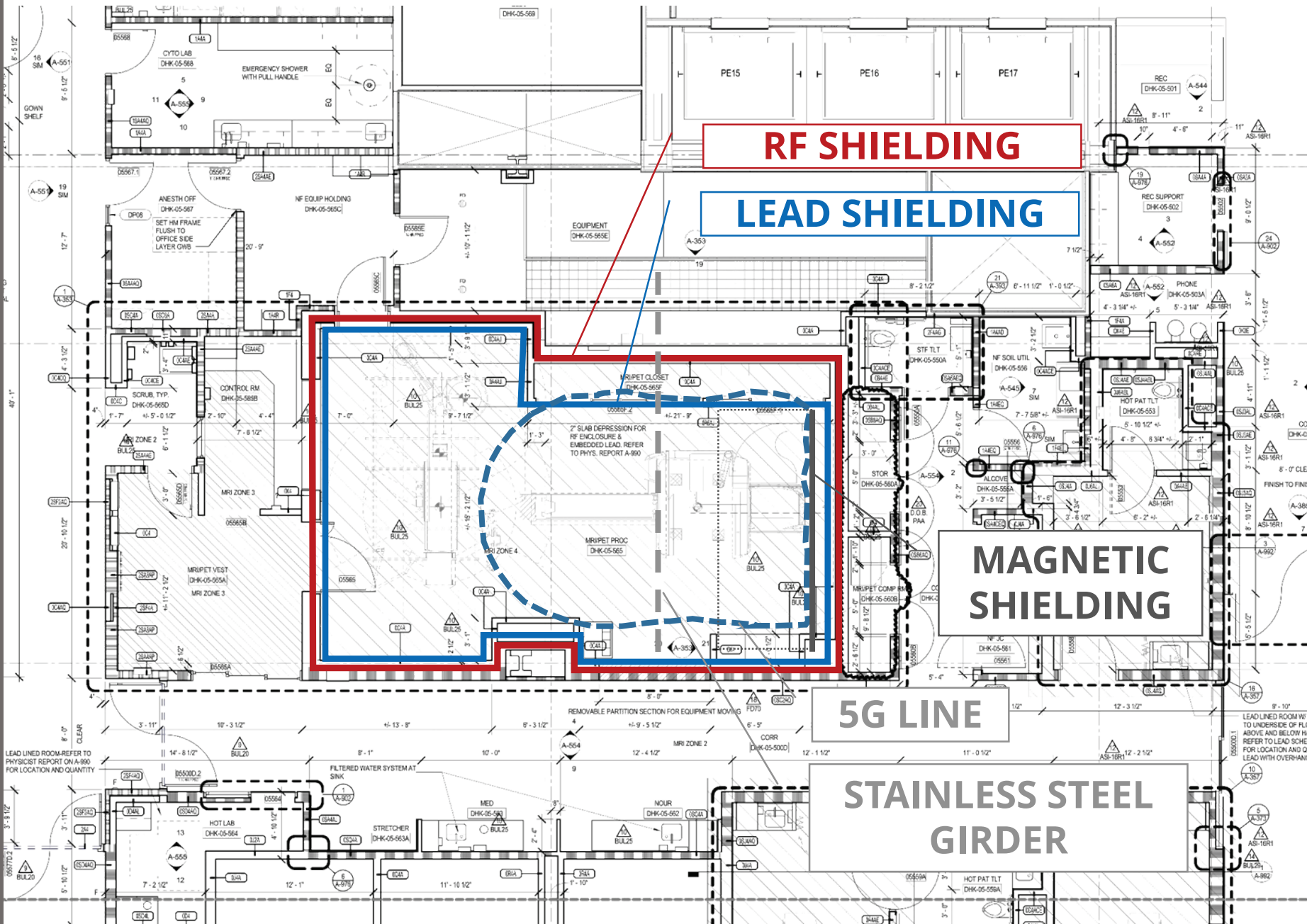
FINAL FLOOR PLAN

MRI/PET Procedure Room

Interactive 3D Model Session

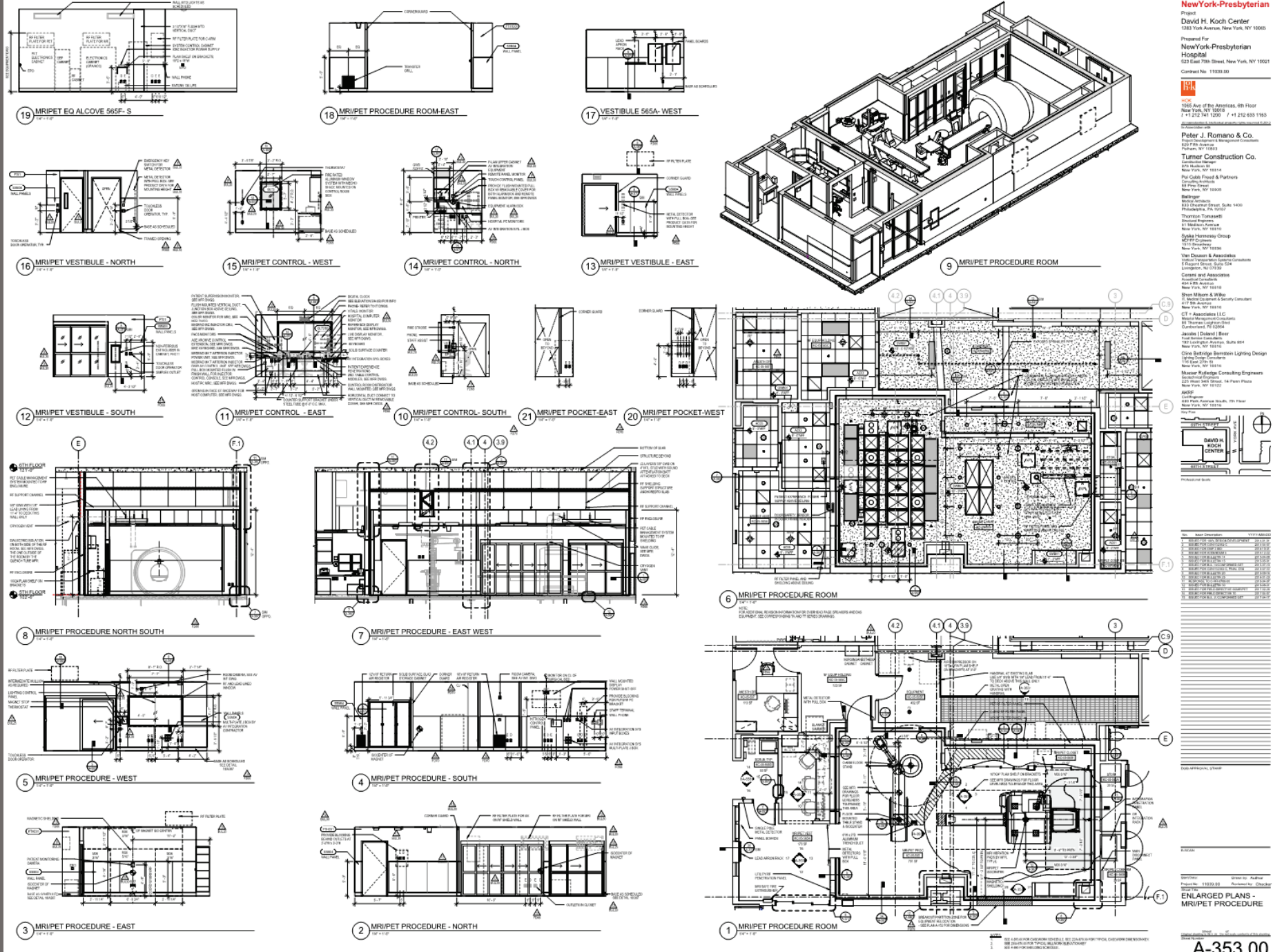


Enlarged Plan-Shielding DIAGRAM



Construction ADMINISTRATION ISSUES

Original Construction Document Room Sheet



NewYork-Presbyterian

Project
David H. Koch Center
1383 York Avenue, New York, NY 10021

Prepared for
NewYork-Presbyterian
Hospital
523 East 70th Street, New York, NY 10021
Contract No. 11339.00

1565 Ave. of the Americas, 8th Floor
New York, NY 10018
T +1 212 741 1200 F +1 212 633 1163

Peter J. Romano & Co.
Professional Engineering Corporation
Perkins, NY 11853

Tanner Construction Co.
225 West 10th Street
New York, NY 10014

Balfinger
813 Lincoln Street, Suite 1400
Philadelphia, PA 19107

Shaw Moseley & Wilson
200 West 10th Street
New York, NY 10014

Shear Moseley & Wilson
200 West 10th Street
New York, NY 10014

CT Associates LLC
100 West 10th Street
New York, NY 10014

Mosier Ruffalo Consulting Engineers
220 West 10th Street, 14th Floor
New York, NY 10014

AKSE
220 West 10th Street, 10th Floor
New York, NY 10014

DAVID H. KOCH CENTER
Professional Suite

Revision	Date	By	Check
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DATE APPROVAL, SIGNATURE

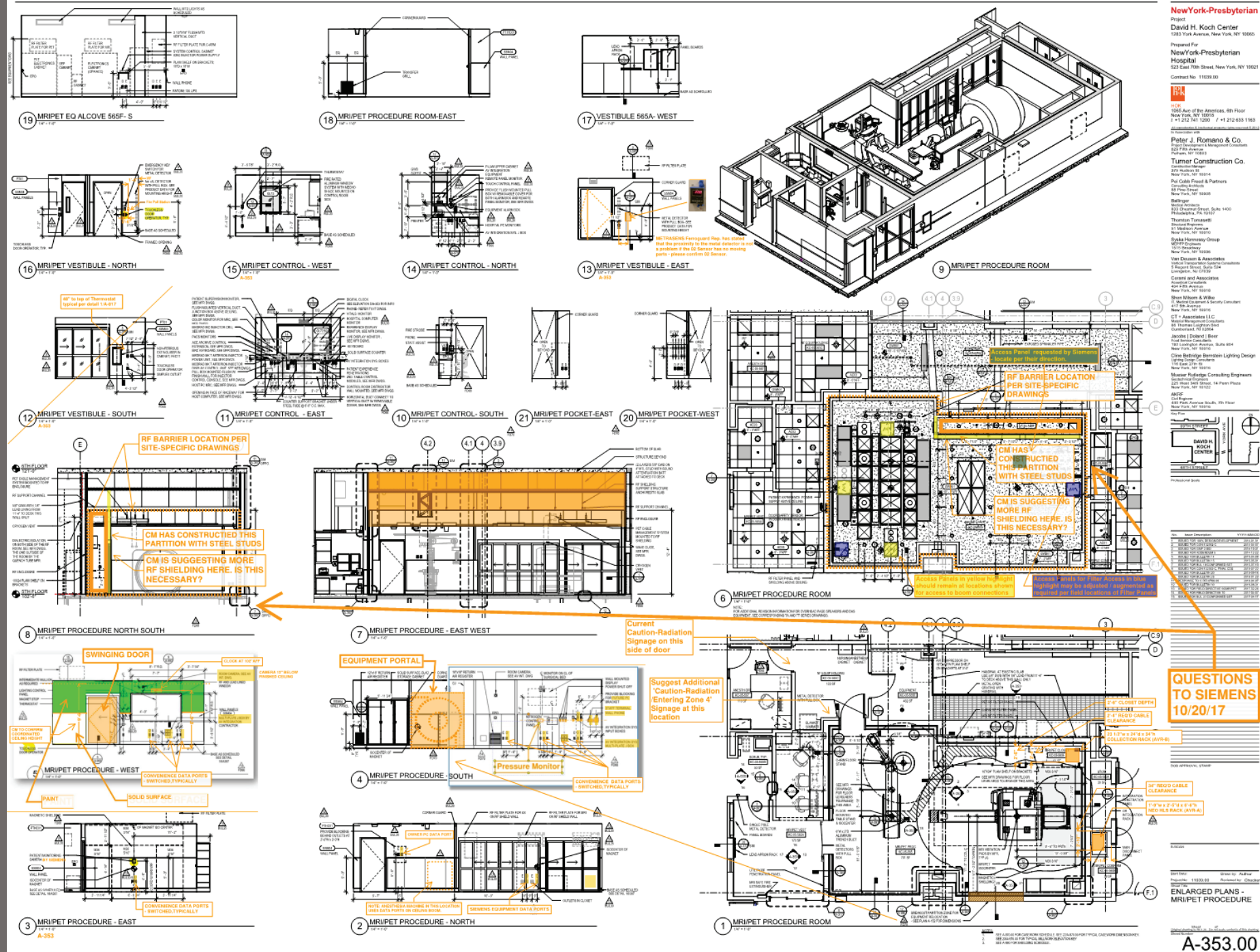
DATE APPROVAL, SIGNATURE

DATE APPROVAL, SIGNATURE

ENLARGED PLANS - MRI/PET PROCEDURE
A-353.00

Construction ADMINISTRATION ISSUES

Used Bluebeam in the field to coordinate with CM and trades



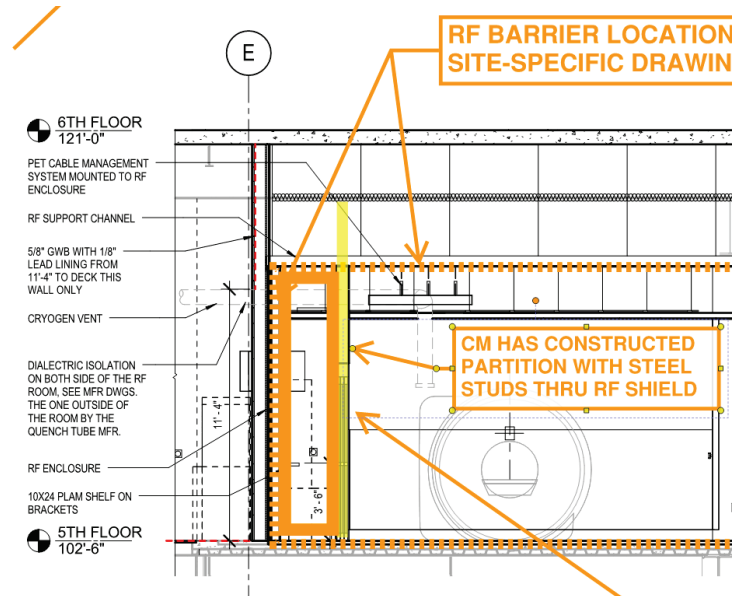
Construction ADMINISTRATION ISSUES

- Post-buyout Subcontractor Coordination.
- Intensive 2 week Navisworks re-coordination meetings
- Additional ductwork /shielding coordination, independent component support/bracing criteria, Unistrut/Equipment coordination.



Construction ADMINISTRATION ISSUES

- RF Shielding Enclosure
 - Computer closet structure built independently within RF enclosure.



Construction

ADMINISTRATION ISSUES

- Fire-Retardant wood construction was used within the magnetic field.
- Shallow anchors had to be used to prevent RF penetration
- Walls were Friction fit at shield above



Construction

ADMINISTRATION ISSUES

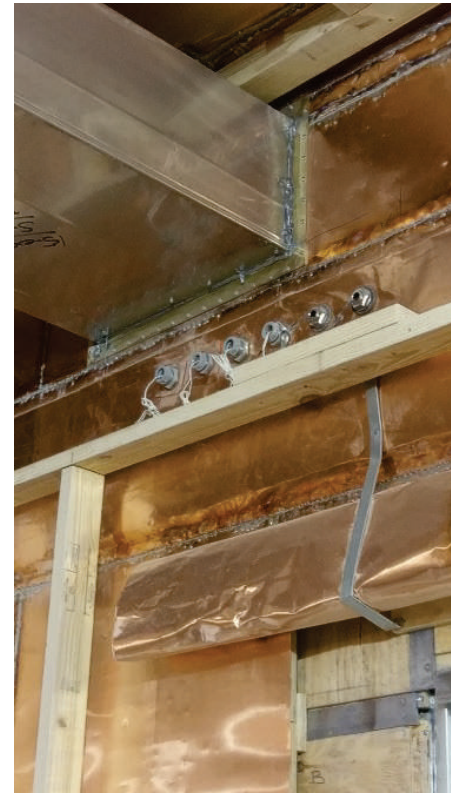
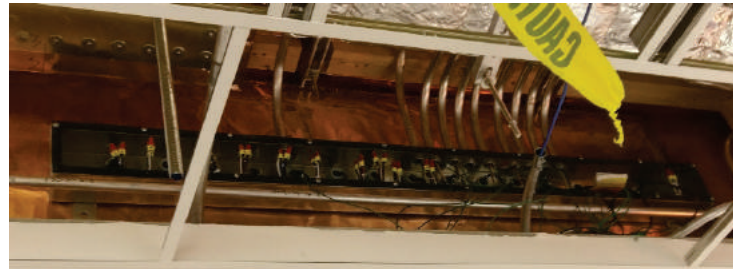
- Floor Channel for Equipment power/cable had to be coordinated above the RF Enclosure but below the finish floor.



Construction

ADMINISTRATION ISSUES

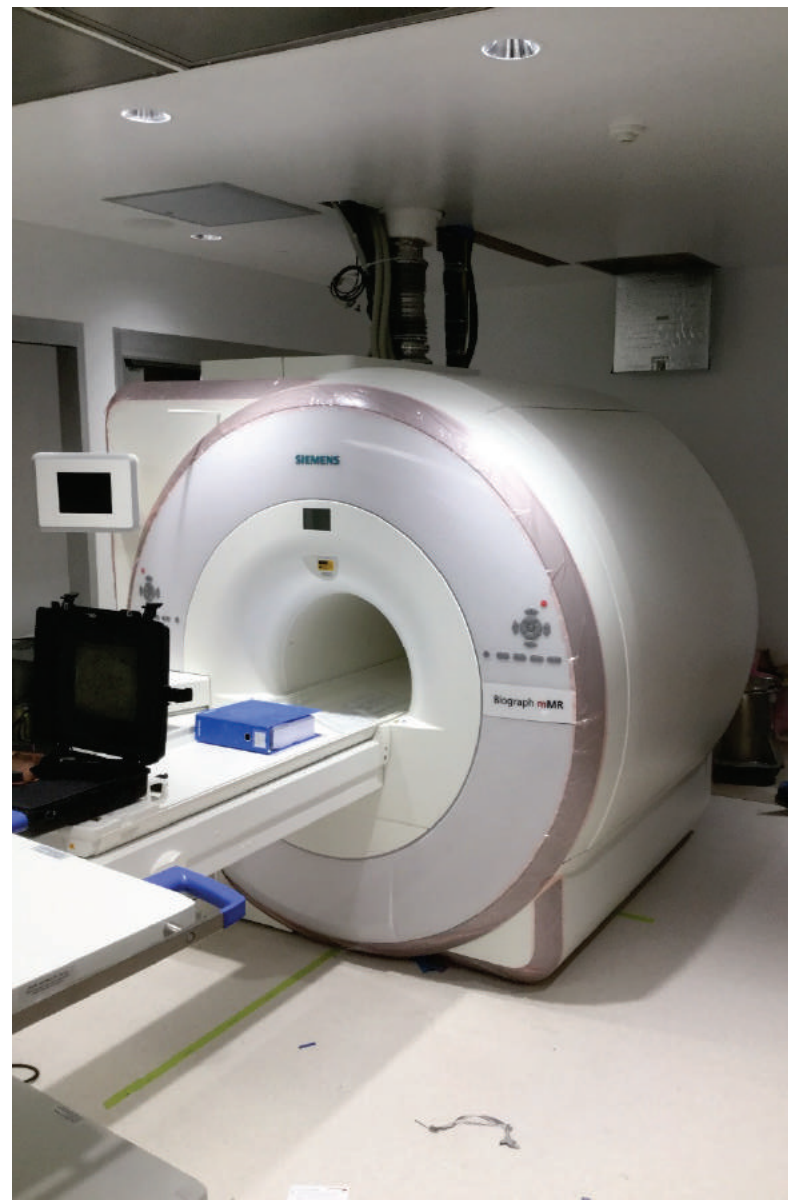
- Wave guides went from 47 → 114 RF Penetrations
- Some required dedicated power source
- Had to be accessible from outside of the room



EQUIPMENT DELIVERY



EQUIPMENT INSTALLATION













DAVID H. KOCH CENTER

YORK
ST

DO NOT
ENTER







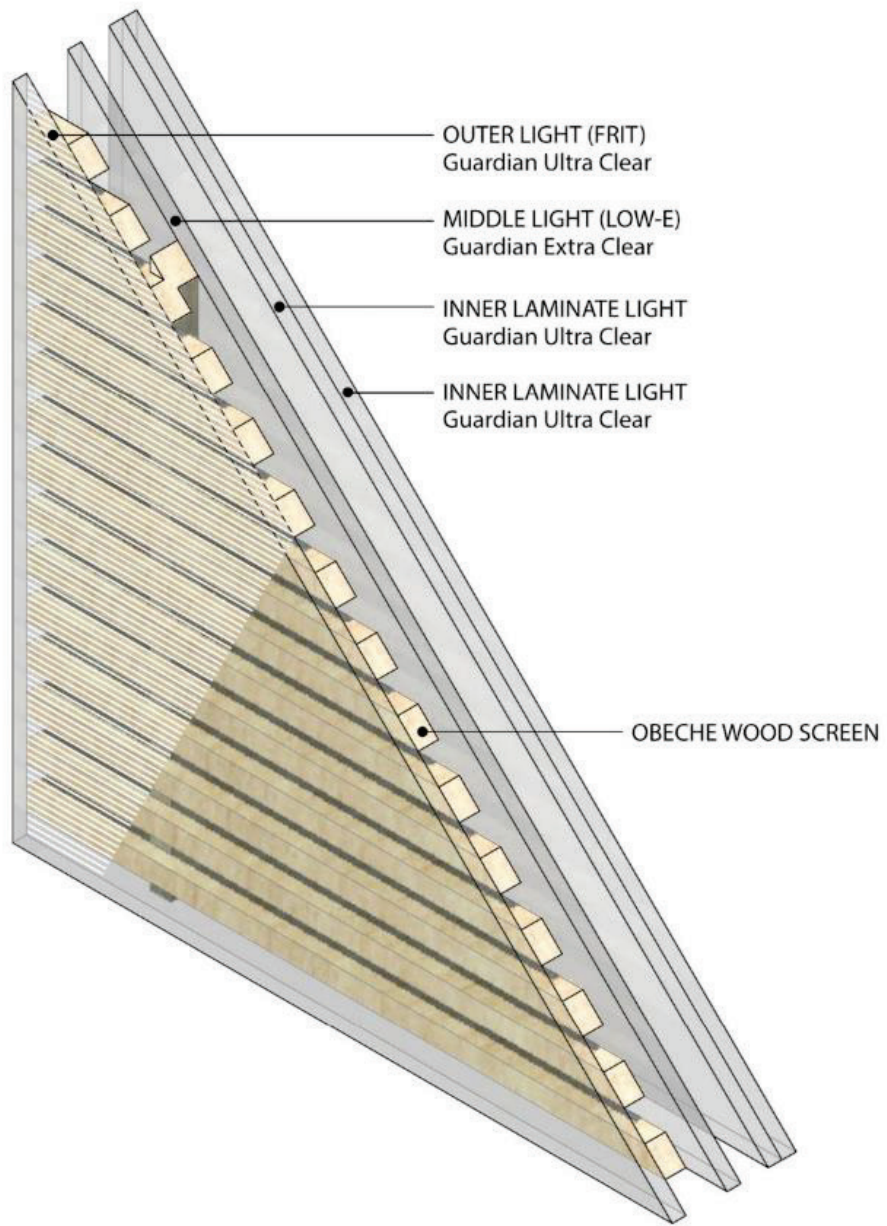
NewYork-Presbyterian
David H. Koch Center





SHARMIN AND BILAL MOSSAVAR ZAHEDI
Sky Lobby













Endoscopy

EXIT

TK Maxx





3:57:46

New York Presbyterian
Patient Information
Name: [REDACTED]
DOB: [REDACTED]
Room: [REDACTED]
Bed: [REDACTED]
Admission Date: [REDACTED]
Discharge Date: [REDACTED]
Diagnosis: [REDACTED]
Surgery: [REDACTED]
Medications: [REDACTED]
Allergies: [REDACTED]

10:01 PM

OR01



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DEAN AND HELEN BAILEY
FAMILY ENDOWMENT
Vital Lounge



Cashier

MEAT
MEAT

BAKED
BAKED

essentia
essentia



WELCOME TO THE
DAVID H. KOCH CENTER





Do Not Enter

CLEARANCE 12-10'

Entrance

183
THE PALACE

183
THE PALACE

PLANNING AND DESIGNING

New York-Presbyterian's
New 740,000 SF
Ambulatory Care Center

QUESTIONS?

DAVID H. KOCH CENTER

How Does Architecture Impact Population Health?

THURSDAY, OCTOBER 4
BREAKOUT SESSION 2 AT 11:25 AM
BOK ROOM 513

Forum on
Architecture
+ Design



AIA
Philadelphia



B A L L I N G E R