

The CARITAS Project
Generative Space Awards 2015

Bridgepoint Active Healthcare

Toronto, Ontario, Canada

Stantec Architecture / KPMB Architects – Design and Compliance Architect
HDR Architects / Diamond + Schmitt Architects – Architects of Record
Photo: Jesse Jackson

“Imagine...

living in a world that naturally provides us – each and every one of us – with all the environmental conditions that create an experience of flourishing. Imagine our living spaces being like this, or our workplaces, or even our communities.”

The Caritas Project description of Generative Space

Project Overview and Major Project Generative Highlights

Bridgepoint Hospital, a well-established healthcare institution in Toronto, Ontario, Canada had the opportunity to explore the answer to this and other questions through its decade-long process of planning, design and construction of the new Bridgepoint Active Healthcare.

It started with a new vision for healthcare service delivery - a new model for **active healthcare**.

Bridgepoint is designed to maximize connections between the hospital and its community, the city and with surrounding nature to optimize a positive healing environment. The intent is to blur the traditional distinction of institutional and public spaces and to provide an inspirational setting to speed the patient journey to recovery.

Bridgepoint supports individuals who require rehabilitation and complex care to cope with complex chronic diseases.

The hospital's name, Bridgepoint Active Healthcare, is indicative of the type of care provided in the hospital; all spaces support Bridgepoint's goal to teach, coach and inspire chronic care patients to "live well" and be active participants in shaping their own treatment and health outcomes. With an average patient stay of three months, there was strong impetus to create an environment that facilitates recovery and wellness.

In 2014, Bridgepoint's Research Collaboratory released the results of North America's largest post-occupancy study on hospital design and outcomes. The study has earned international acclaim, and is already influencing how hospitals are built in the future.

Two years post-opening, Bridgepoint is achieving the vision of active healthcare holistically from treatment to education to research - an active and vital member of the community it serves.

"Nothing ever happens in isolation: in medicine or life. It's especially true for people living with complex health conditions – affecting not only their body but the entire fabric of their lives.

Our existing acute care system was not designed to provide care for patients with complex conditions. This is where Bridgepoint comes in. Over the last decade, we have put an entirely new model of healthcare into action, one that places the patient at the center of their own care universe, family and friends, included. We call it active healthcare.

It all starts with an active commitment between patient and professional. Our doctors and health specialists work as an inter-professional team to meet the specific needs of each individual patient. Together, they develop a master care plan to take the patient from initial diagnosis to prognosis to recover.

We take it a step further by integrating the work of our Research Collaboratory, Bridgepoint's hub for R&D. The first of its kind in Canada, we share learning with healthcare centers around the world with a common goal of improving the complex patient experience.

Our goal is to help patients get back to their lives. We had to transform our hospital to do it – in a grand alignment between the patient, staff, physicians, researchers, stakeholders and donors. Now after ten years in the making, Bridgepoint has some inspiring stories to tell."

Bridgepoint Active Healthcare
Annual Report 2013-14

Bridgepoint started a journey 12 years ago, not only toward a new facility but toward a new model of care for chronic disease treatment...

Imagine you have a complex chronic disease. Imagine a place, a destination, that you look forward to visiting for inspiration - a place to help you navigate the journey through rehabilitation and treatment back to wellness.

Context

Located to the east of Toronto's city core, Bridgepoint Active Healthcare is the single largest organization in Canada to focus exclusively on research, care and teaching for people with complex health conditions.

In Ontario, 80 per cent of people over the age of 45 live with a chronic condition, such as diabetes or heart disease; of those, 70 per cent have two or more conditions. What's more, about 5 percent of Ontario's population consumes about 60 per cent of healthcare resources. These are Bridgepoint's patients.

Bridgepoint is a referral hospital, a stepping point between acute care and a return to independent living. The new facility contains a 464 bed hospital, research collaboratory, foundation and family health team dedicated to getting patients and their families living with complex health conditions back to their lives.



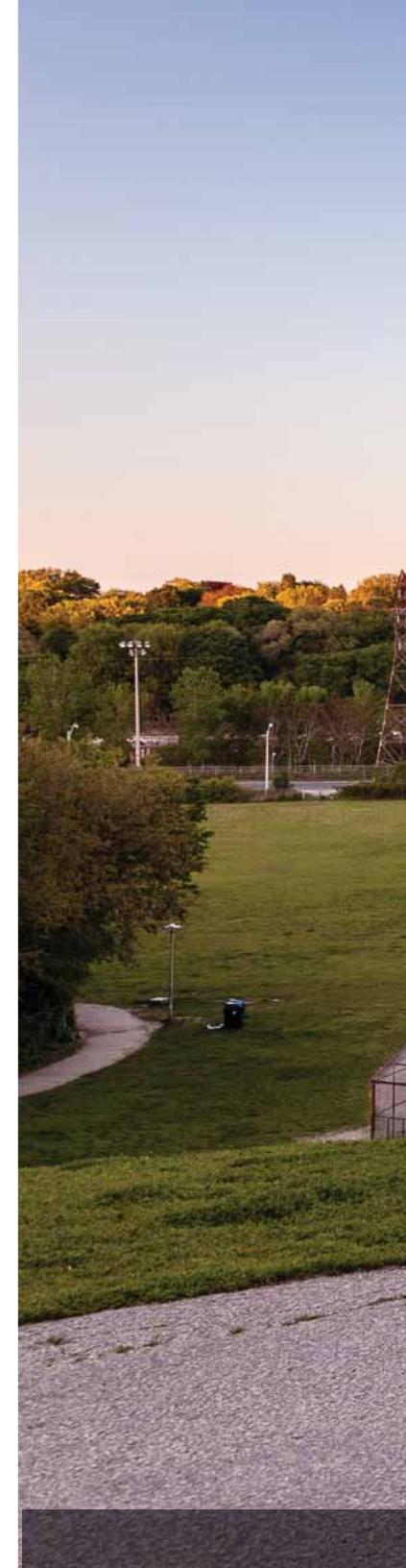
Bridgepoint Health from across the Don River. Photo: Jesse Jackson

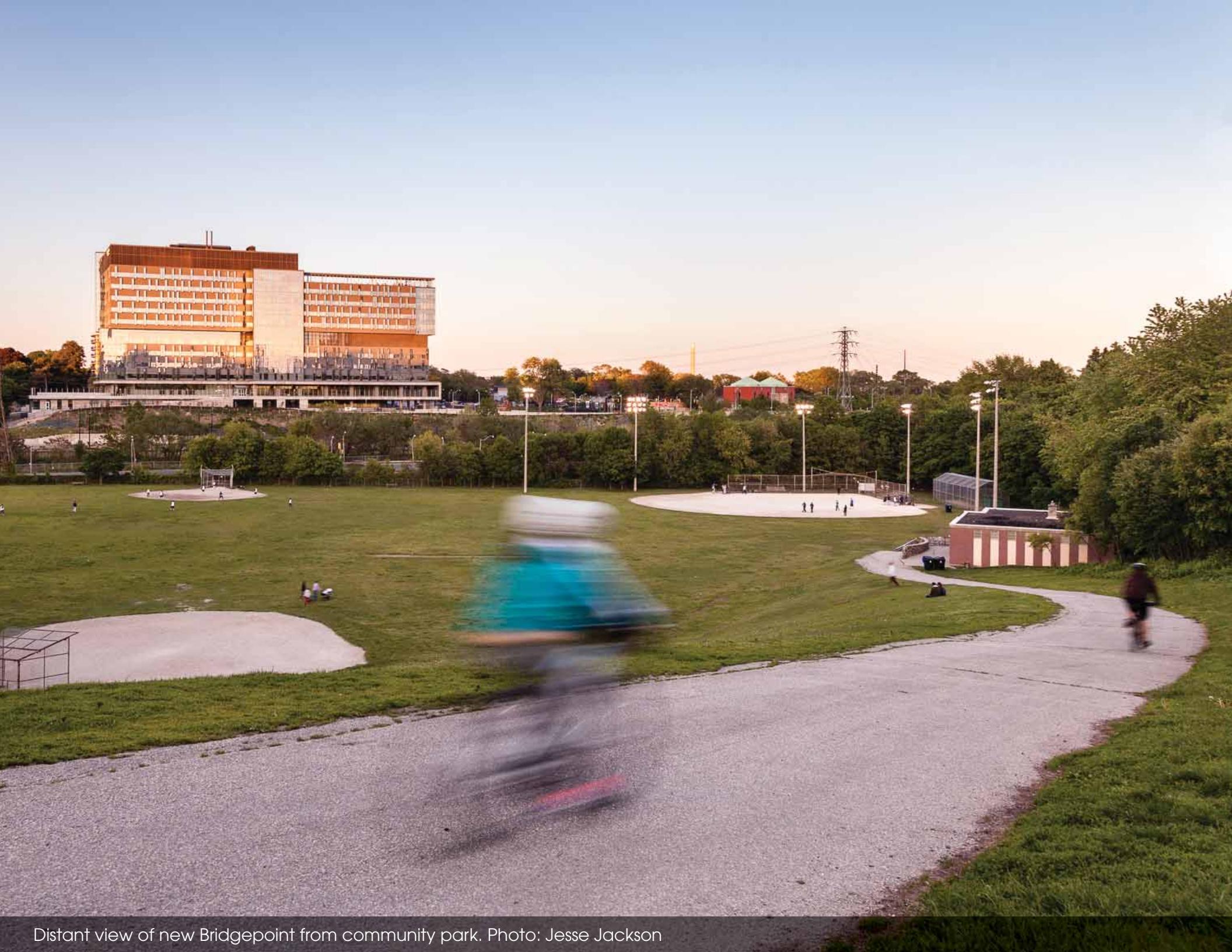
A Community Partner

From the inception of the visioning process, re-connection with the adjacent residential neighborhood and beautiful natural park to the north were key objectives.

With a site history tied to isolation and separation, Bridgepoint needed to create a major gesture with this redevelopment – reintegrating themselves as active members of the community and welcoming the community back to the site.

A new civic plaza takes the place of the former hospital, providing amenity space for hospital staff, patients, visitors and the community at large. Paths around the facility draw users through the site connecting to a meditative labyrinth and to the Riverdale Park beyond.





Distant view of new Bridgepoint from community park. Photo: Jesse Jackson

A Collaborative Process

In order to deliver the kind of innovative, world-class facility required, Bridgepoint needed a strong team and a disciplined process. A large group of researchers, planners, architects, landscape architects, engineers, designers, and healthcare professionals worked together within the constraints of a disciplined and detailed project structure following industry best practices.

A public-private partnership was formed to facilitate financial feasibility for the ambitious project, and a competition was held to determine the participants in an initial Planning Design and Compliance phase. The joint venture team of Stantec Architecture and KPMB Architects collaborated to enhance Bridgepoint's existing scholarly, field, and community research on healthcare design best practices, all of which was used to author a design exemplar and extensive formalized set of functional and design criteria for the new facility.

A second competition was then held to assemble a team for the Design Build Finance and Maintain phase of the project. The Plenary Health team including the design team of HDR Architects / Diamond Schmitt Architects made further design refinements and innovations, and brought the project from concept to completion through extensive research, design, engineering, and project management.



Opening Day Ribbon Cutting & Team Photo Photo: Bridgepoint



User Meeting in Progress. Photo: Grant MacEachern



Project Description

The design of Bridgepoint Active Healthcare demonstrates the transformative role architecture can have as an **agent of positive change**. This new chronic care facility replaces Bridgepoint's mid-century structure on the same site and provides for a dramatically different kind of patient and work environment.

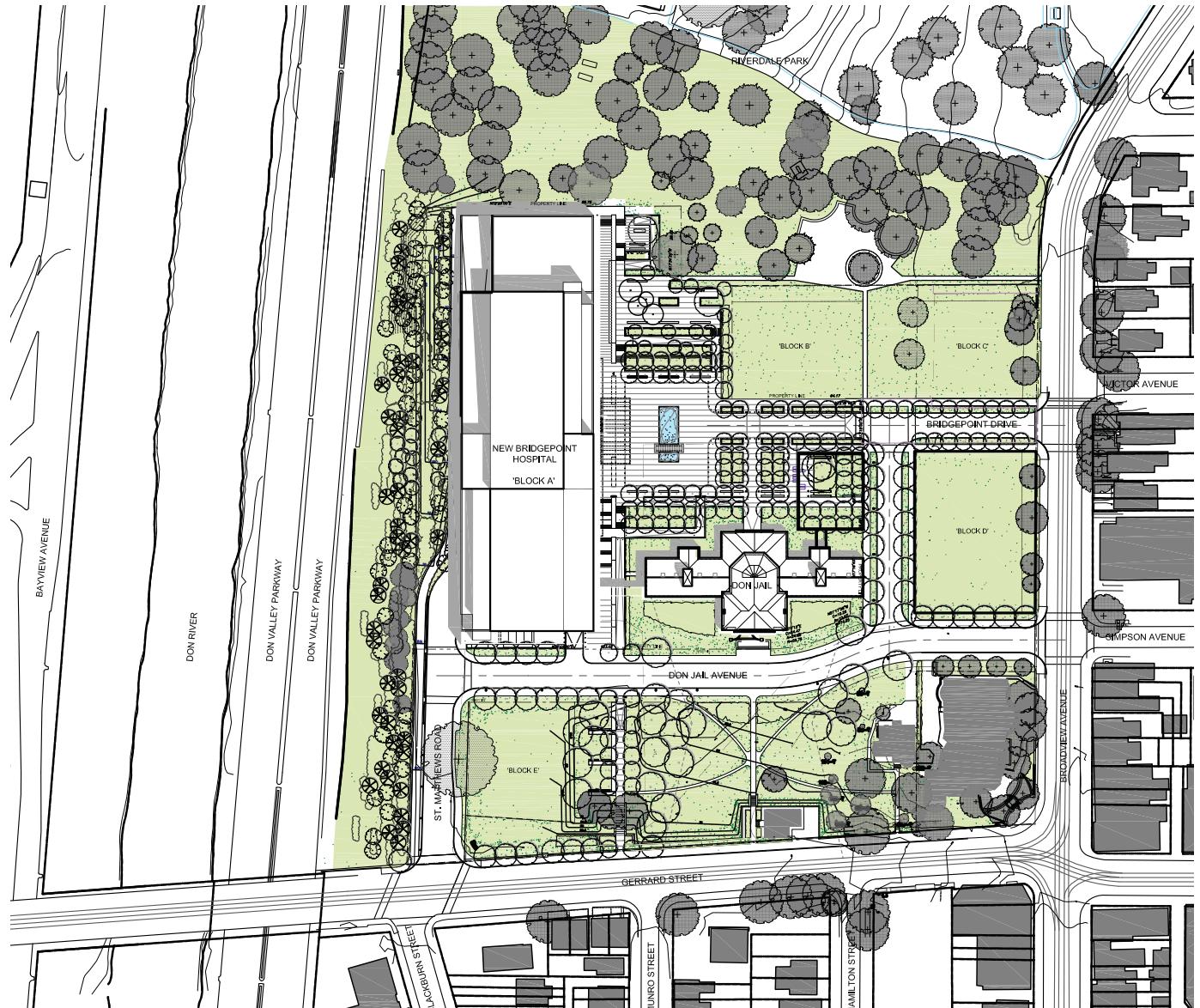
Conceived as a **Village of Care**, the hospital supports individuals coping with complex chronic disease. The building design optimizes the therapeutic benefits of access to nature and landscape and provides views of the city to ensure patients and staff feel connected to the world around them.

The redevelopment transforms the site from one of isolation to integration. A place that was once a refuge for people with communicable disease and house of detention for those who acted outside the law is now a **Campus of Wellness**.

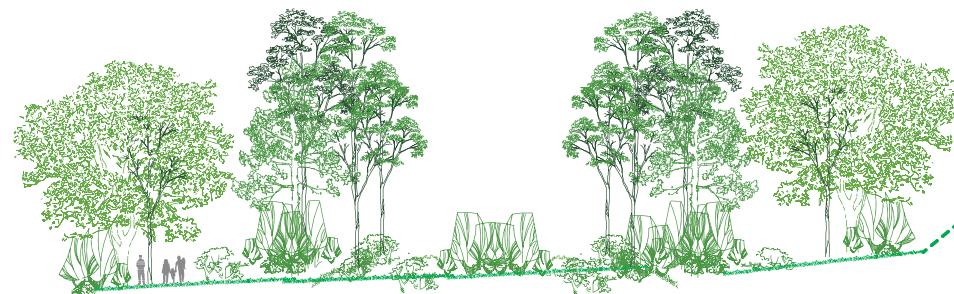
The Site

The Campus of Wellness builds on a master plan prepared by Urban Strategies in 2006. The new site plan reorganizes the site into a 9-square grid with the historic Don Jail occupying the central square.

The new 10-storey Bridgepoint Health facility is located on the northwest edge. New parks and civic plaza from Broadview Avenue and future completes the Campus of Wellness.

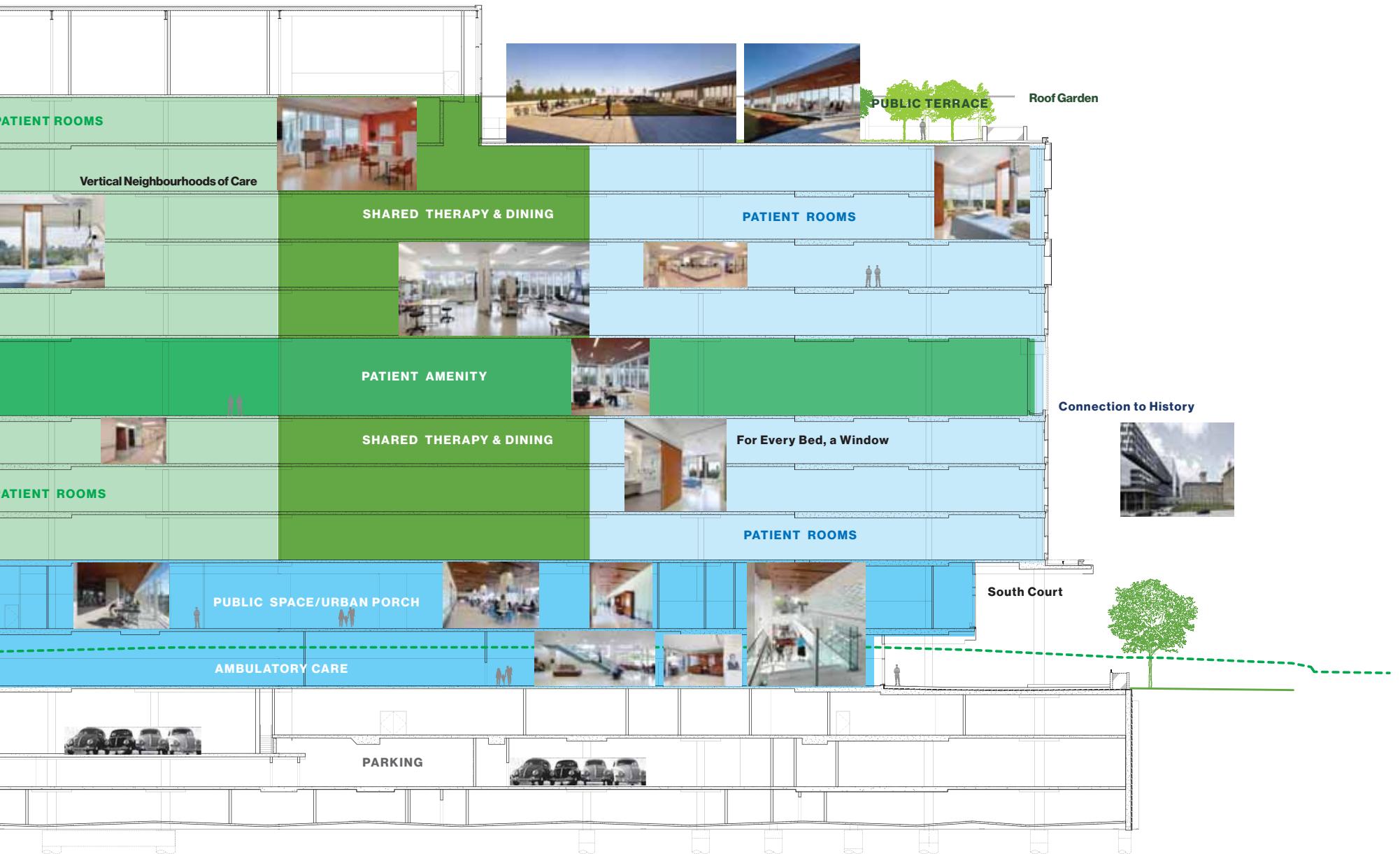


Site Plan



North - South Section





Connection to Landscape and Community

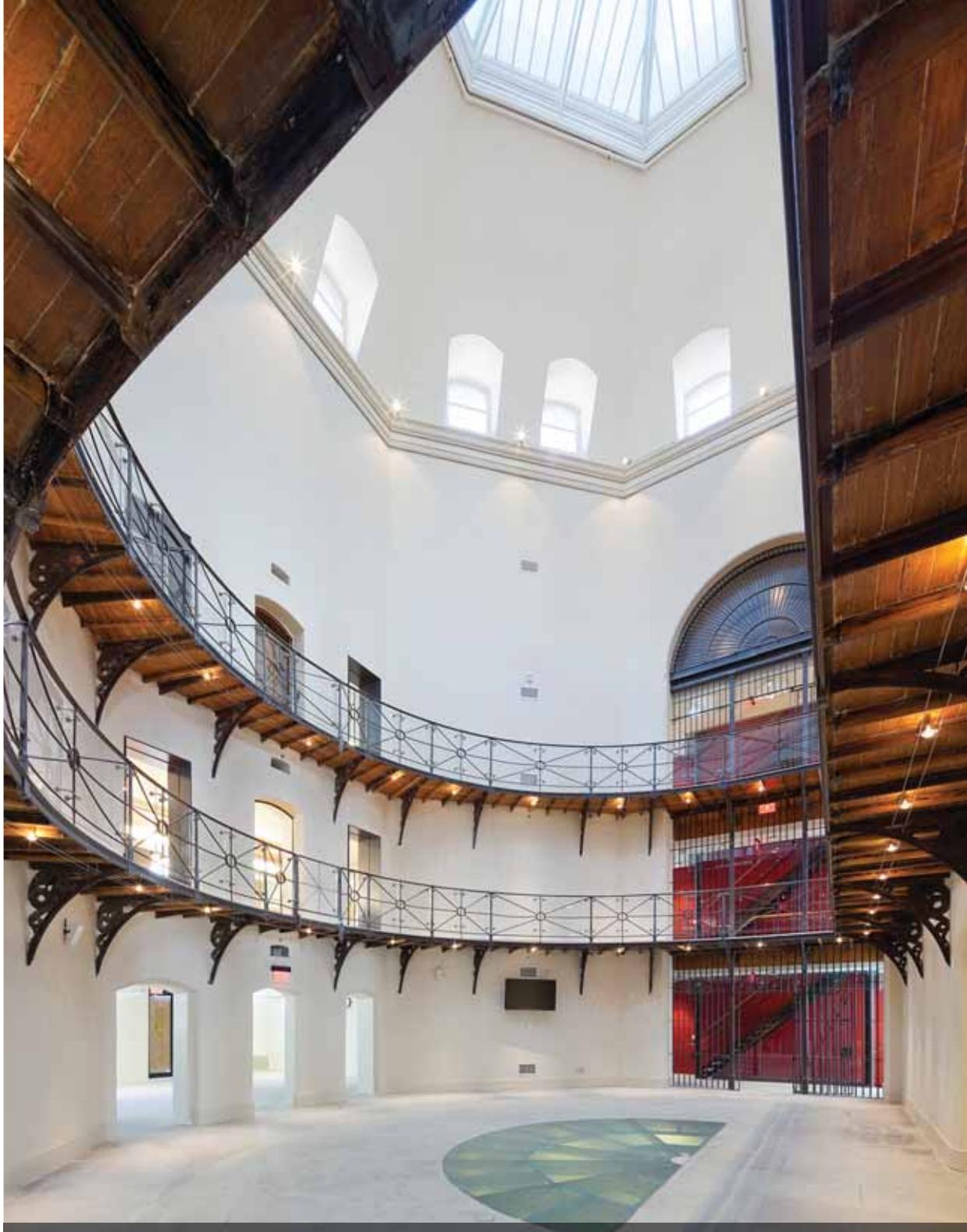
Bridgepoint takes full advantage of its site, connecting to Riverdale Park. On every floor of the building, views to the landscape serve to connect patients to nature. The restorative influence of a natural setting is maximized with a series of fully accessible spaces including therapeutic gardens, terraces, a meditative labyrinth, views onto the park from the therapy pool and a roof garden. Photo: Tom Arban



Connection to History

The historic Pre-Confederation Don Jail is carefully restored and repurposed as Bridgepoint's administrative building. It is now open to the public for the first time.

On opening in 1864, it was considered a progressive institute of reform with adjacent early healthcare institutions all located across the Don Valley from the city. Interpretive text displays highlight the history and explain the use of architectural features like the soaring sky-lit rotunda. A row of jail cells and the gallows preserve a memory of its notorious past.

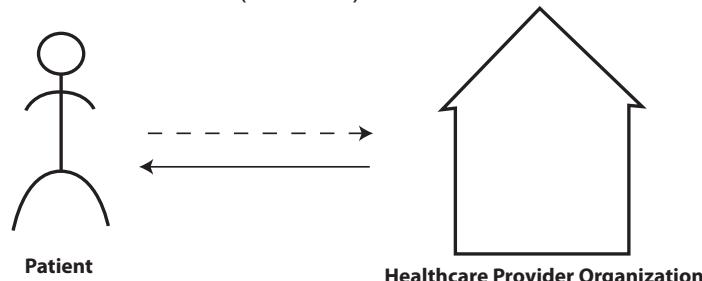


Restored rotunda in historic Don Jail, now open to public. Entry. Photo: Tom Arban

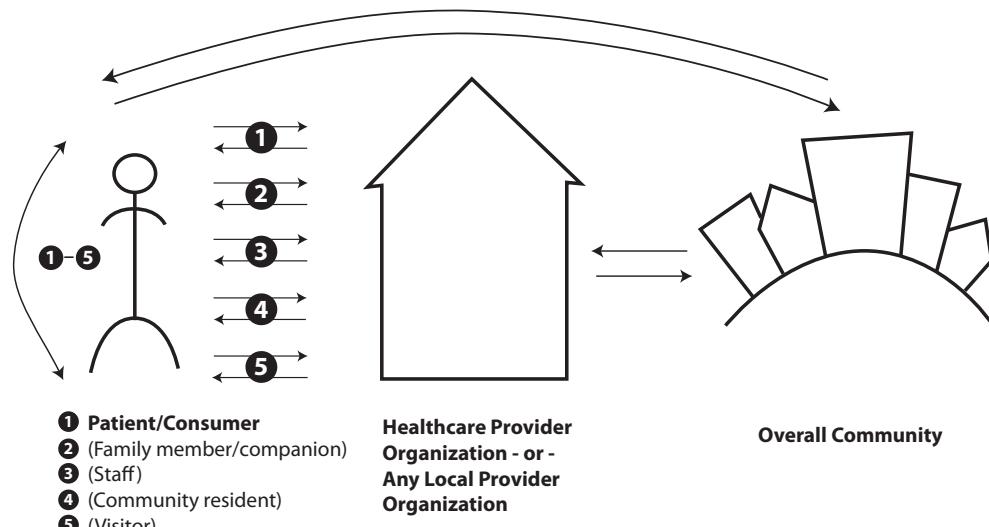
Exercising 'Health Design Leadership' to Cultivate a More 'Generative Space':

Toward a Care-Centered Model of Whole-Community Health, Healthcare, and Quality of Life

The Status Quo: Instrumental Transactions
(1+ arrow)



The New Paradigm: A Place to Flourish
(15+ arrows)



Tangible Benefits

The linked diagram characterizes the New Paradigm and the Status Quo. The New Paradigm indicates the tangible benefits that each stakeholder group receives from their relationship with the provider organization.

Bridgepoint Active Healthcare truly is about Generative Space, both from a physical, mental and social perspective. The experience of participants fulfills the functional requirements of the program but goes beyond. Bridgepoint's vision of active healthcare is changing the way we think about health, wellness and quality of life for the patient, family members, staff, visitors and the community beyond.

Many design strategies and innovations were included in the design and construction of this facility – the result of the active and intense participation of the hospital representatives, clinicians, patients, architects and engineers – all driven by the hospital's vision of active healthcare.

By its very description, a Generative Space is one that evolves over time toward an improved state. Bridgepoint, now in operation for two years is achieving remarkable results for patients and through a rigorous post-occupancy evaluation is using scientific data to inform and transform the design of new hospitals in Ontario and beyond.

Exemplary Status

In 2013, Bridgepoint earned Accreditation with **Exemplary Standing from Accreditation Canada** – the highest honor a hospital can achieve in Canada.

They met 100% of the Required Organizational Practices and 99.2% of the recognized standards.

Patient's Choice

Bridgepoint is the number one referral site in the Greater Toronto Area and **patient satisfaction results indicate that 98.5% of patients would recommend** Bridgepoint to others.

Employer of Choice

90% of staff rate Bridgepoint as ‘good’ ‘very good’ ‘excellent’ place to work, and the Ontario Hospital Association and Ministry of Health recognized Bridgepoint with a gold-level Quality Healthcare Workplace Award.

Through its affiliation with the University of Toronto, Bridgepoint sees 41% of new clinical hires are former Bridgepoint students and 16.5% of all staff have worked at Bridgepoint for over 10 years.

Research + Education

The Bridgepoint Collaboratory for Research and Innovation is leading a new field of study strategically designed to respond to one of the most pressing areas of need for healthcare research in Ontario, Canada and the world: examining ways to improve the care and the entire life experience of patients living with complex health conditions.

Bridgepoint’s leading complexity research program has three core areas of study, building a body of evidence that doesn’t currently exist for complex patients: health systems, clinical services, and design and health.

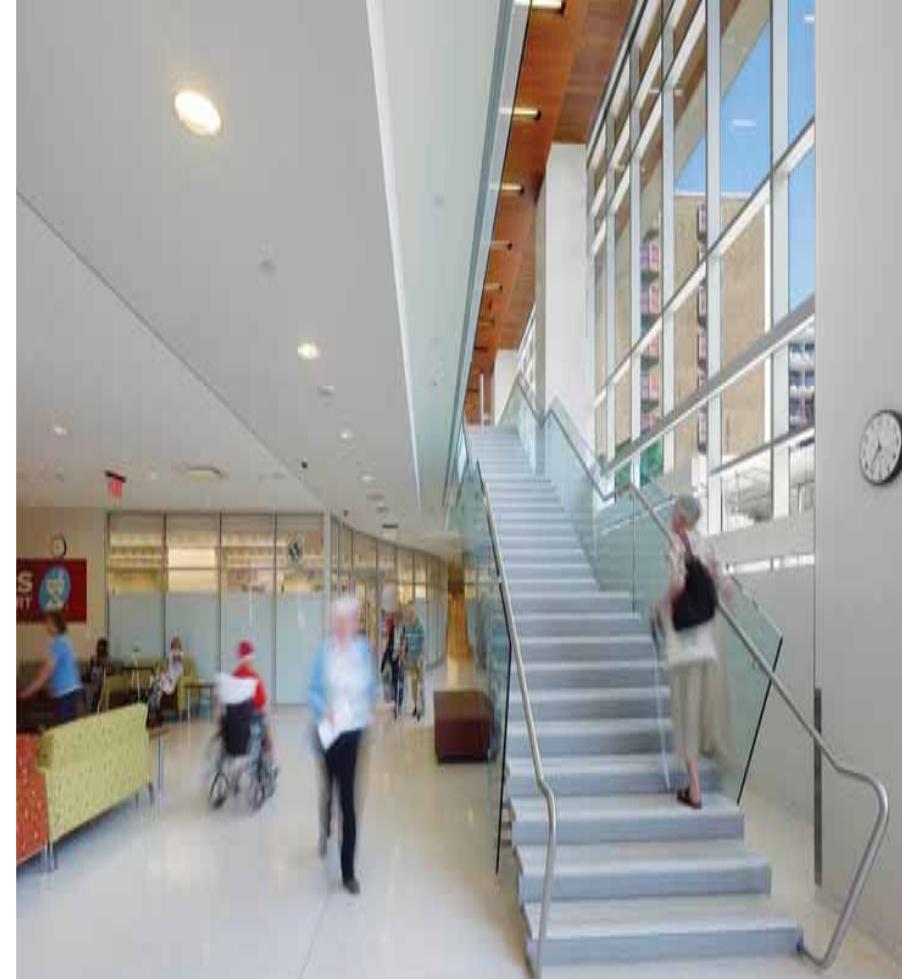
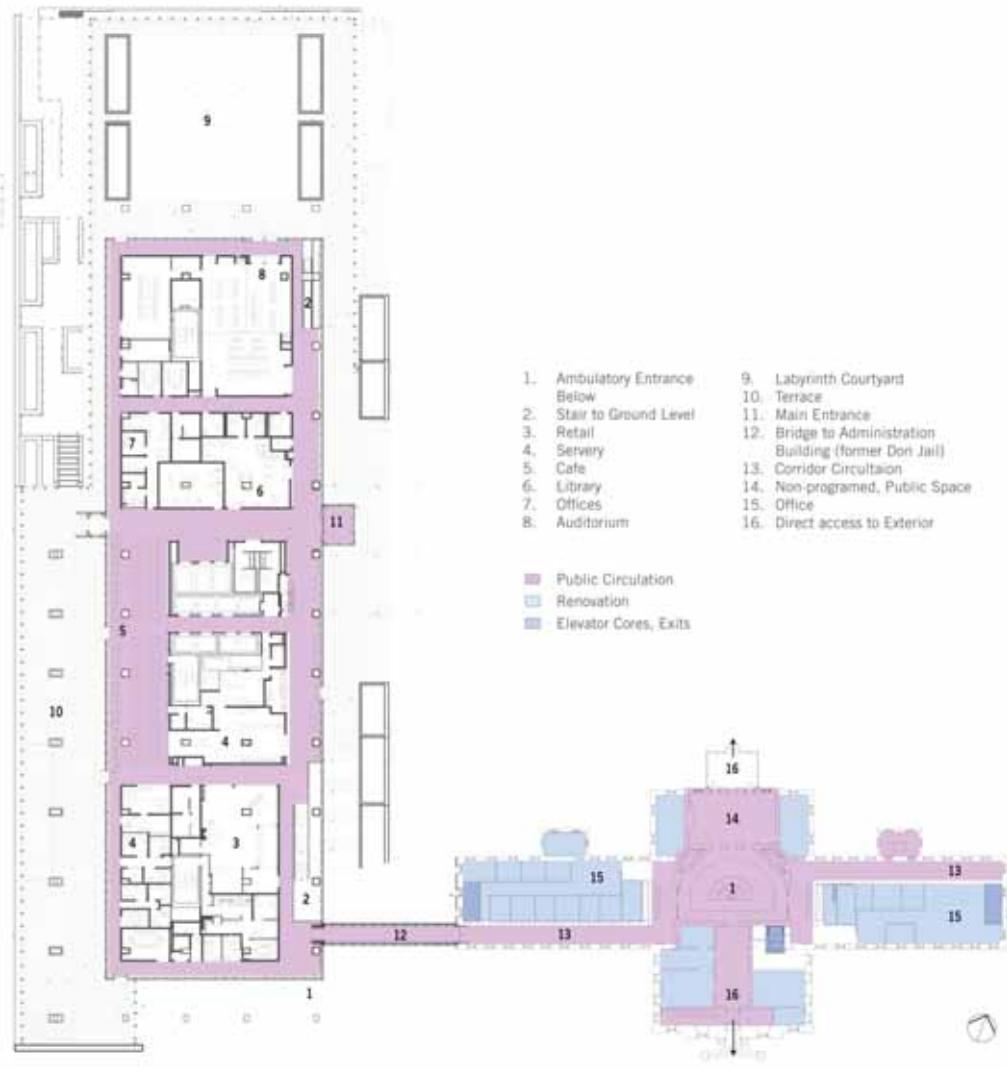


South stair from Ambulatory Entry. Photo: Tom Arban

Tangible Benefits: The Patient

The building design is to support Bridgepoint Health's focus on health and wellness and leadership in the area of complex care and rehabilitation. The new building was not meant for acute treatment, nor permanent residence; it was meant as a space where patients could actively participate in their ongoing health and rehabilitation needs in preparation for the return home, a space that shifts away from isolated treatments by multiple care providers, and which provides the appropriate facilities for a collaborative plan encompassing the individual's overall medical and psychosocial well-being.

It is achieved through a variety of strategies, including: maximizing natural daylight and views, use of materials that are non-toxic, designing elements that support individuals as they progress through a gradual rehabilitation process, designing social and dining spaces that encourage interaction and healthy nutrition, and design of quiet, calm spaces for rest and therapy, and optimizing the therapeutic benefits of landscape.



Entry view from Ambulatory Care Entry. Photo: Tom Arban

The patient experience at Bridgepoint is designed to promote a sense of wellness, support and empowerment. From the moment patients or visitors enter the building they are immediately visually connected to the exterior and main circulation paths.

Spaces are open, bright and active – welcoming all to enter and begin their journey to wellness.



South stair from Ambulatory Entry. Photo: Tom Arban



Information Desk. Photo: Tom Arban



Ground Floor Cafe. Photo: Tom Arban

The Patient

The new Bridgepoint ground floor is a publicly accessible “Urban Porch” with a Tim Hortons, Shoppers Drug Mart, multipurpose auditorium, library, and access to two outdoor terraces. The Porch creates specific precincts that encourage different kinds of gathering and interaction, providing a range of positions, vantage points, supports, paths, and types of seating, from which patients can observe and participate in community life.

The glazing system brings natural light through the entrances, vestibules, and lobbies of the Porch, and natural materials such as wood, stone, and water help integrate the building into the landscape and deinstitutionalize the atmosphere to reinforce the goals of wellness and community building.

As a rehabilitation hospital, Bridgepoint sees a high volume of outpatients. The south entrance is closely linked to the Ambulatory Care program. Upon entry, registration is conveniently located and highly visible.

Locating the Ambulatory Care program and entry at the south end of the building, close to the underground parking helps patients and visitors with orientation and wayfinding, as well as minimizing travel distance from parking to treatment spaces.



Ambulatory Care Entry at South. Photo: Tom Arban



Therapy Space. Photo: Tom Arban

Therapy

Treatment and therapy spaces within Bridgepoint are dispersed throughout the building but are similar in their bright, open spaces which are connected to the park and city beyond through proximal and distant views to the exterior.



Meditative Labyrinth

A generous publicly accessible outdoor terrace at the north ground level blends the threshold between the hospital, community and the park. It features a therapeutic walking path called a meditative labyrinth which is used for therapy and personal reflection of patients and community residents alike. Photo: Tom Arban



Therapy Pool and Riverdale Park beyond. Photo: Tom Arban



Therapy Pool. Photo: Tom Arban

Therapy Pool

The barrier-free therapy pool, increased in size from the previous facility, references the minimalist characteristics of contemporary resort and spa design to create a safe, inviting, recreational impression.

Located at the north end of the ground floor, the pool features full-height glazing that offers bright natural light and views to Riverdale Park. The views not only provide visual access to nature, but also to the many human activities occurring outside – a vital image promoting patient self-efficacy.

The pool's transparent glass walls allow clinical staff to monitor patient exercise to maximize successful rehabilitation.

10th Floor Roof Garden + Therapy Space

A therapeutic green roof on the 10th Floor features a large, accessible terrace with access to a greenhouse and extends the therapeutic benefits of nature vertically throughout the building section. From this vantage point, patients and family members can enjoy expansive views of the surrounding community, Lake Ontario and Toronto's downtown core to the west. Commanding views in almost every direction over the city remind patients of the ultimate goal of their stay: returning to their home and a new normal life.



10th Floor Roof Garden. Photo: Tom Arban



West Terrace. Photo: Tom Arban



Labyrinth. Photo: Tom Arban

Social Spaces

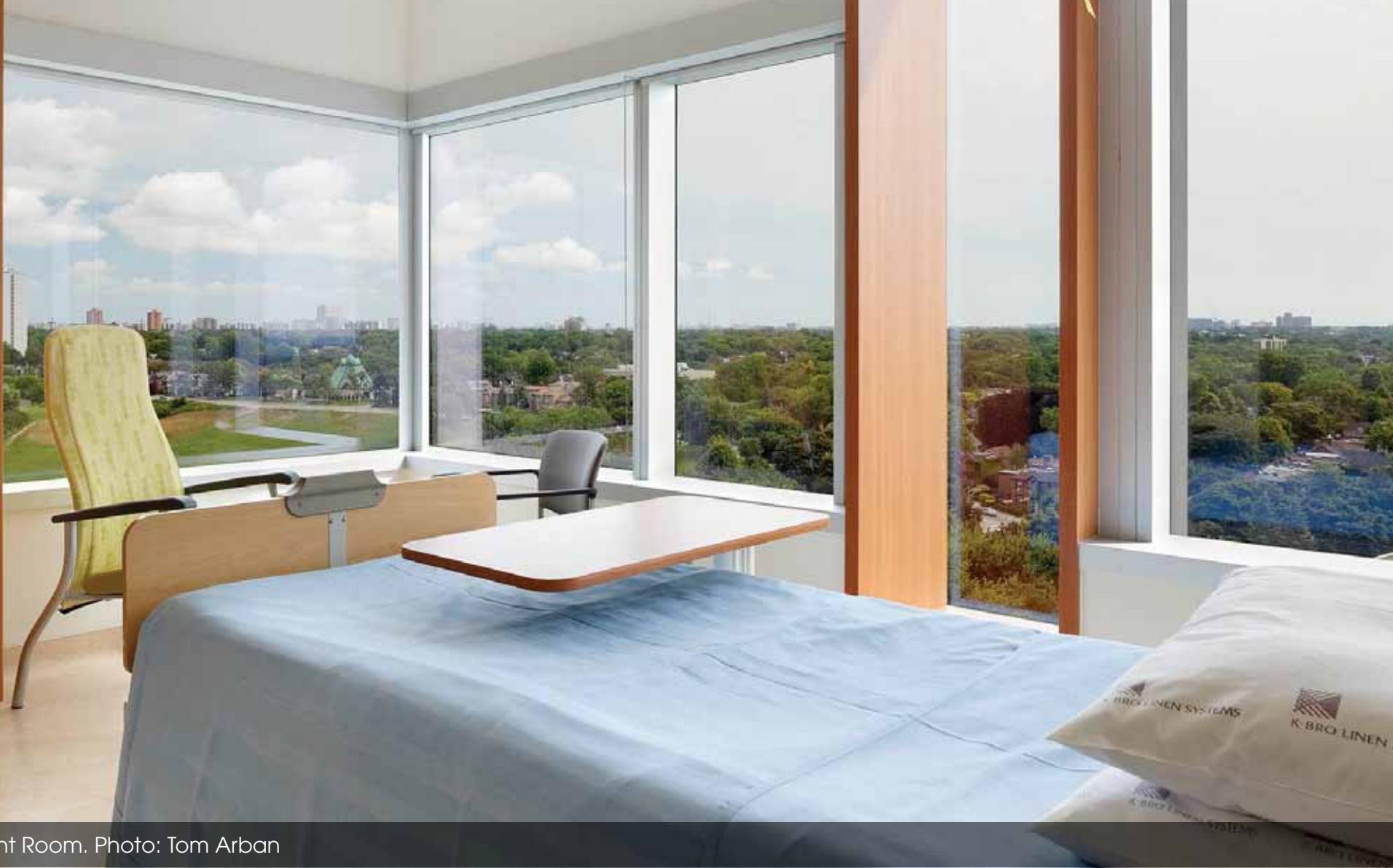
Socialization is an important part of therapy, and the building offers many gathering spaces for patients, staff and the community.

This abundance of natural light improves orientation and wayfinding and is supported by a calm color palette and finishes, such as wood ceilings, both indoors and on terraces, to put patients at ease. There are quiet spaces for rest and therapy, including a large ground floor terrace adjacent to a café, which is accessible to the community, a green rooftop terrace, and a wheelchair-accessible meditative labyrinth patterned on the one at Chartres Cathedral in France.

98.5 %

of patients would recommend
Bridgepoint to family and friends.

Bridgepoint Annual Report 2013-14



Private Patient Room. Photo: Tom Arban

12 days

the reduction of inpatient days
by stroke patients at Bridgepoint.

Bridgepoint Annual Report 2013-14



TYPICAL FLOOR PLAN

1. Nurse Stations
 2. Therapy Gym
 3. Complex Continuing Care Core Program
 4. Shared Dining and Activity Room
 5. Patient Lounge
- Patient Room



Double Patient Room. Photo: Tom Arban

Patient Rooms

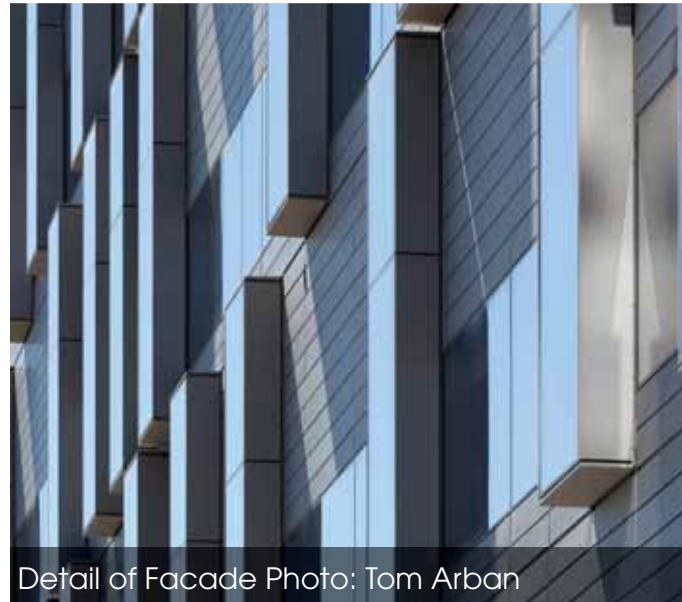
The building connects to community and landscape in its most public spaces through to its most private. To mitigate the scale of the facility, the design is based on a vertical campus concept, creating a community of stacked neighborhoods. The 464-beds are configured in one- and two-patient rooms. On each floor, patient communities of 32 beds are organized to the north and south of shared social and dining spaces that encourage interaction and mobility.

The color scheme and floor patterning promote wayfinding clarity and a calming environment in which to move through the facility.

The building design optimizes the therapeutic benefits of natural light and access to nature. Every patient space offers expansive views to the park setting and city skyline.

For Every Patient, A Window

The syncopated pattern of horizontal and vertical windows seems random but, is in fact a deliberate expression of Bridgepoint's mission. The horizontal windows allow patients lying in bed unobstructed views to the world outside as they heal. The vertical bay window represents each individual patient and is a symbol of hope that expresses the goal of Bridgepoint to rehabilitate patients, encourage them get out their room and reintegrate themselves with their community.



Detail of Facade Photo: Tom Arban



View of North Facade from Riverdale Park. Photo: Tom Arban

"My fondest memory of the past year is of my husband sitting in the summer sunshine on the 10th floor patio, enjoying the view, and the gentle breezes. Recovering from heart surgery, he worked hard to get himself up to the 10th floor on his own. It was a great triumph for him when he finally accomplished it."

Wife of Past Patient and Bridgepoint Foundation Staff Member.



10th Floor Green Roof. Photo: Tom Arban

Tangible Benefits: Family

Engaging family members in the healing and rehabilitation process is core to Bridgepoint's strategy to improve well-being, speed recovery and get patients back to their home environment.

Bedroom design incorporates ample visitor space and comfortable furniture to encourage family members to engage with patients and participate in the healing process. Access to light and view within the space provides an uplifting and supportive environment for all.

Family members are encouraged to take patients out of their individual rooms. A variety of choices for socialization with family are offered. On patient floors, each neighborhood of 32 beds has a dedicated family lounge, located at the north or south end of the floor plate. The north lounge offers sweeping views of Riverdale Park and the Don Valley while the south lounge offers stunning views of Toronto's city core and Lake Ontario beyond.

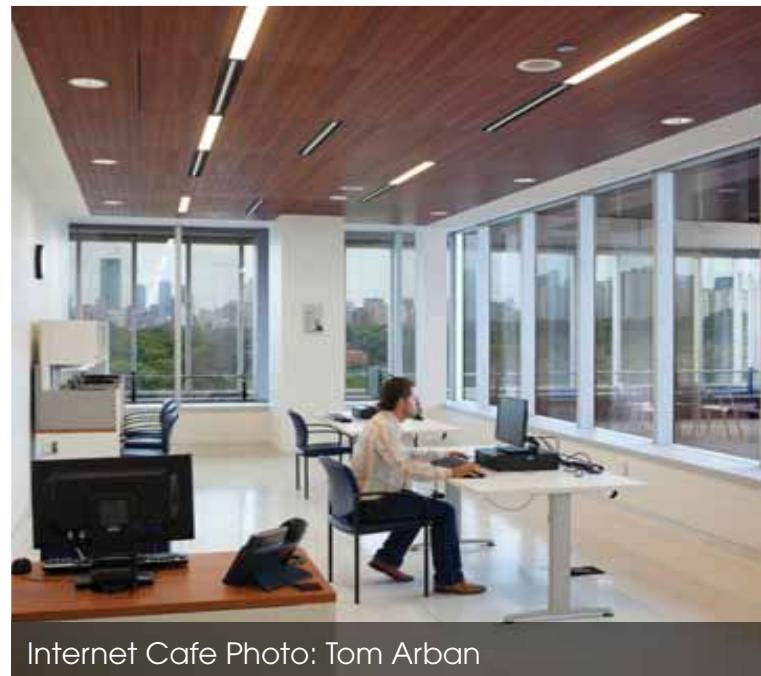
Family is further encouraged to venture further with loved ones as their recovery progresses to more social and active spaces on the main floor in the café and exterior terrace, 5th floor sky gardens or to the spectacular 10th floor green terrace.



Patient and Family Lounge. Photo: Tom Arban



5th Sky Garden Photo: Tom Arban



Internet Cafe Photo: Tom Arban



Tangible Benefits: Staff

The building design is uplifting and promotes a safe, secure and stress-reducing environment for staff. The design is functional and efficient, supporting effective patient treatment and management processes, and allowing efficient work flow patterns for clinical and supporting staff.

Staff engagement through the design process was a key strategy to achieve transformational outcomes for patients. If staff have a great, inspiring and supportive environment to work in, it engenders positive attitudes that extend to the level and energy of care they provide to patients.

Design factors that influence the positive work environment include:

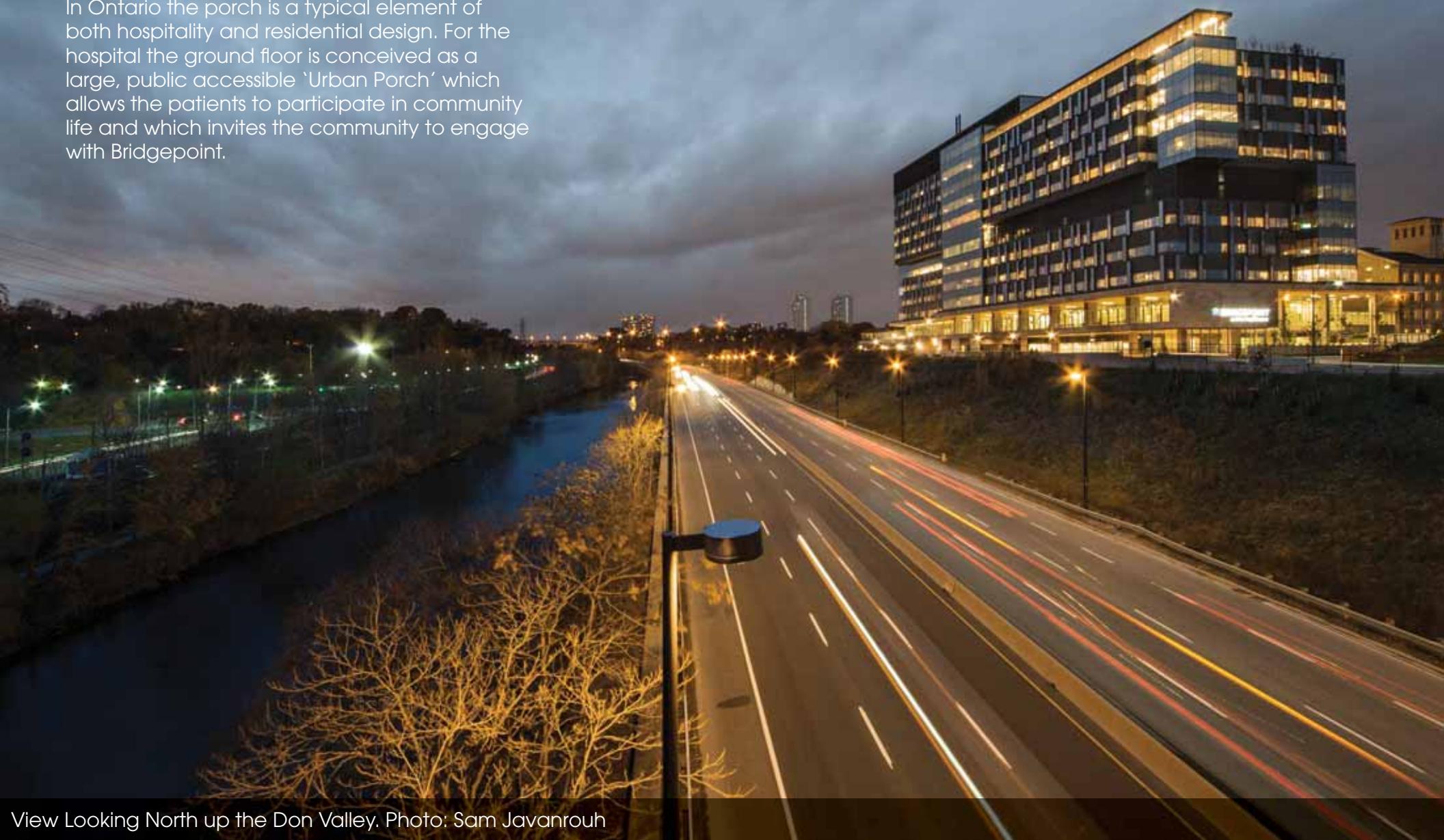
- daylight views,
- adequate space and efficient space planning,
- ample, accessible staff amenities,
- adequate and adjustable lighting,
- noise reduction through use of acoustically strategic materials, and
- opportunities for social contact, professional development, as well as access to private and quiet spaces when desired.

And the results are dramatic. In 2014, Bridgepoint was awarded the Gold-Level Quality Healthcare Workplace Award from the Ontario Hospital Association and the Ministry of Health and Long-Term Care/HealthForce Ontario.

Tangible Benefits: Community

Located on high ground overlooking a busy expressway and major waterway, the hospital has become a city landmark and an entry point to downtown Toronto.

In Ontario the porch is a typical element of both hospitality and residential design. For the hospital the ground floor is conceived as a large, public accessible 'Urban Porch' which allows the patients to participate in community life and which invites the community to engage with Bridgepoint.



View Looking North up the Don Valley. Photo: Sam Javanrouh



Connection to Landscape

In addition to adding new park space on the south side of the buildings fronting Gerrard St. E., Bridgepoint reconnects with the existing Riverdale Park. On every floor of the building, views to the landscape serve to connect patients, visitors and staff to nature. The restorative influence of the natural setting is maximized with a series of fully accessible spaces including therapeutic gardens, terraces, a meditative labyrinth, views onto the park from the therapy pool and a roof garden.

Connection to the City

The main entrance of the hospital—the Civic Court—creates a welcoming front door for Bridgepoint and a transitional space that integrates the hospital with the community. It was designed for patients, visitors, staff, and the public to gather, exercise, relax, meditate, and watch people and vehicles come and go. Retail services, a variety of lounge and activity spaces, and terraces on a number of floors, invite engagement with the community. Community members are encouraged to move through the hospital and to utilize the accessible landscaped paths around the building.

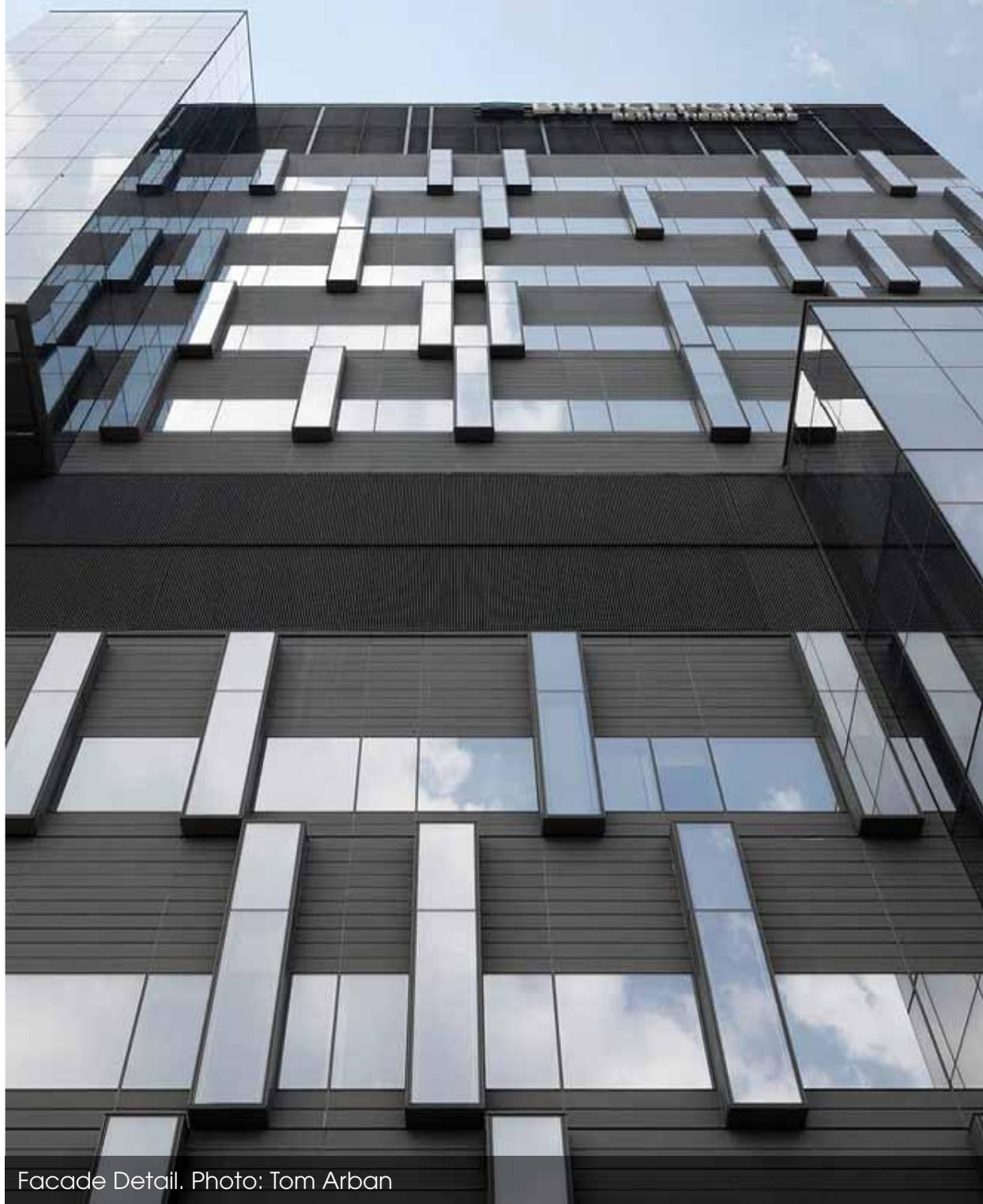
A Sustainable Future

Bridgepoint is LEED-Silver certified with energy savings of 30% improvement over Canada's Model National Energy Code for Buildings and a 32% improvement over LEED baseline water use. Sustainable highlights include:

- 100% underground parking
- 50% green roof
- Drought-tolerant landscaping
- 50% reduction in water for irrigation
- Low-flow bathroom fixtures
- Building materials with recycled and regional content
- No materials with harmful levels of chemicals
- Occupant-comfort monitoring program
- 75% construction waste diverted from landfill

The building envelope incorporates a number of durable and low-maintenance materials including local stone, zinc metal panels and ipe wood. Low-iron glazing is used throughout to enhance the perception of the surrounding landscape. Solar heat gain is mitigated through low-E coatings. Interior materials such as terrazzo, porcelain panels, solid surfacing, stainless steel and linoleum support on-going maintenance and infection control.

The overall master plan heals a site that had otherwise become disengaged with its surroundings. The new hospital building re-casts itself as an iconic landmark in the city. The adjacent site of the former hospital, now demolished, opens the campus to an adjoining city park.



Facade Detail. Photo: Tom Arban

Rehabilitation of the Don Jail site: Connection to History

The carefully restored and renovated historic Don Jail (1864) is given a new functional life as the hospital's administrative center, providing the public opportunity for the very first time to appreciate the role that it played in Toronto's founding.

The challenge was to transform the dark history of the strong neo-classical architecture from a penal institution into an icon of wellness.

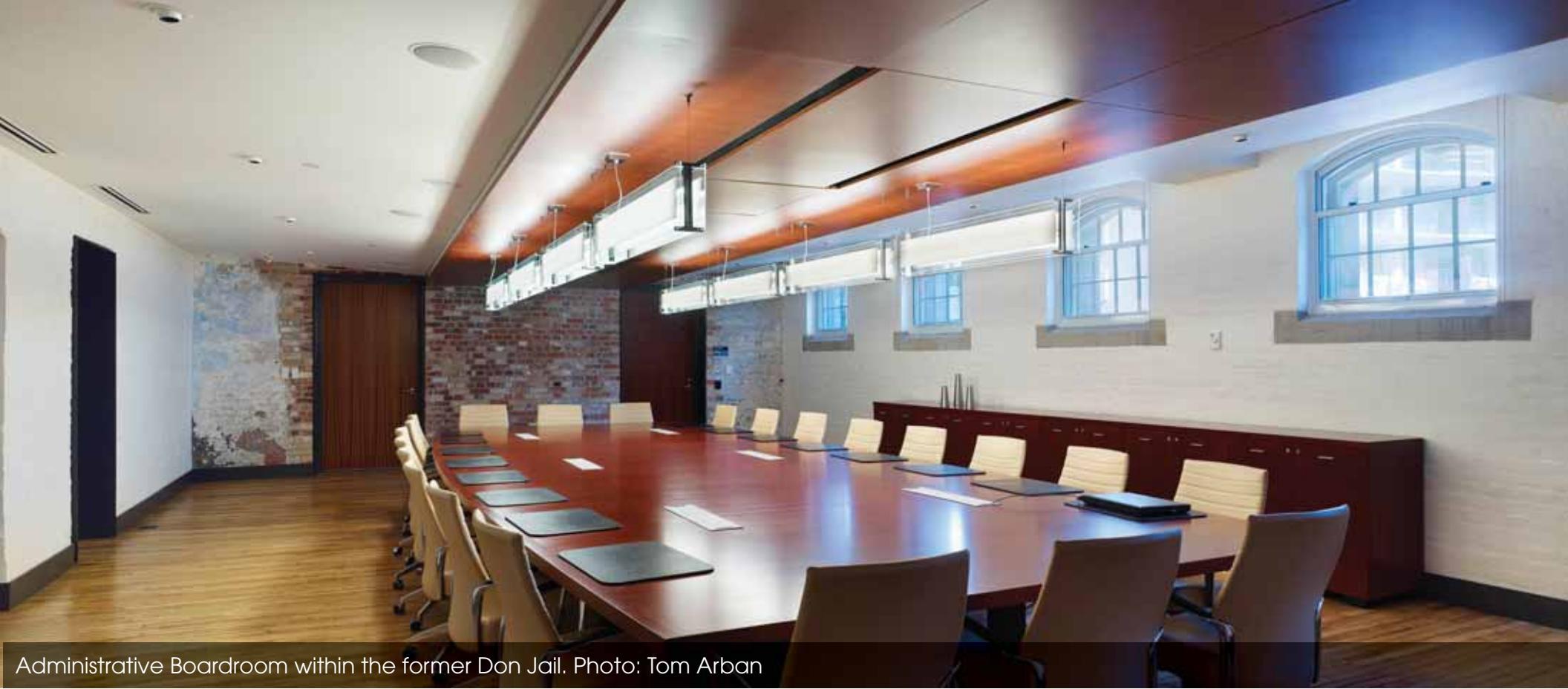
Designers capitalized on the iconic image of the Don Jail as a landmark, transforming the building inside and connecting the new hospital's clinical components on the ground floor to the west wing of the jail by means of a light transparent pedestrian link.

The original exterior is retained and a balance achieved between new and heritage fabric on the interior. Clear material distinctions are made between new and old and the marks of history (ghosting, remnant materials, graffiti) remain. The buff-brick, limestone and sandstone exterior were thoroughly repaired, restoring features such as a sculpture of Father Time over the heavy wooden doors of the main entrance. The public has access for the first time to this infamous jail, site of Canada's last execution by hanging in 1962.

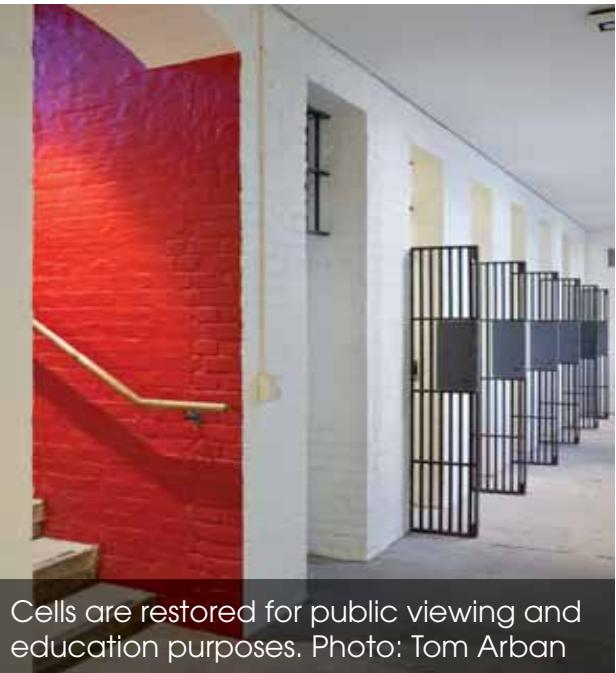
Interpretative plaques located throughout the building highlight the history and explain the use of architectural features like the soaring sky-lit rotunda while a row of jail cells and gallows preserve a memory of its notorious past.



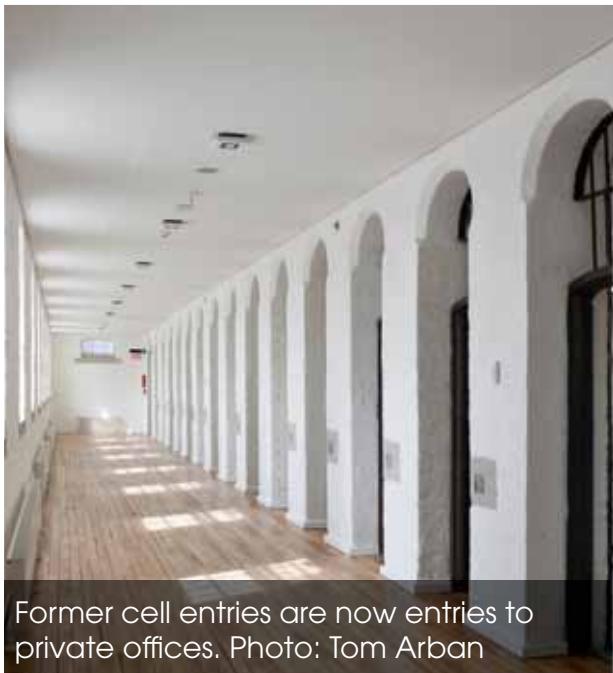
The soaring rotunda that once housed guard surveillance is bathed in natural light beneath a restored Victorian skylight and lantern. This space is now used as an income generating event space. Photo: Tom Arban



Administrative Boardroom within the former Don Jail. Photo: Tom Arban



Cells are restored for public viewing and education purposes. Photo: Tom Arban



Former cell entries are now entries to private offices. Photo: Tom Arban



Original buff bricks, complete with graffiti were painstakingly restored. Photo: Stephen Phillips

Tangible Benefits: Visitors

Links to the Past

The old hospital, affectionately known as the “half-round” by the neighborhood was a community landmark. And while the building could no longer sustain contemporary healthcare service delivery, the residents were attached to it. Unique elements of the “half-round”, the mushroom-shaped canopies and a massive mosaic mural were conserved through the redevelopment. The mushroom-shaped canopies are now enjoyed as part of the therapeutic gardens on the grounds while the mural is displayed within the public circulation space on the main floor.

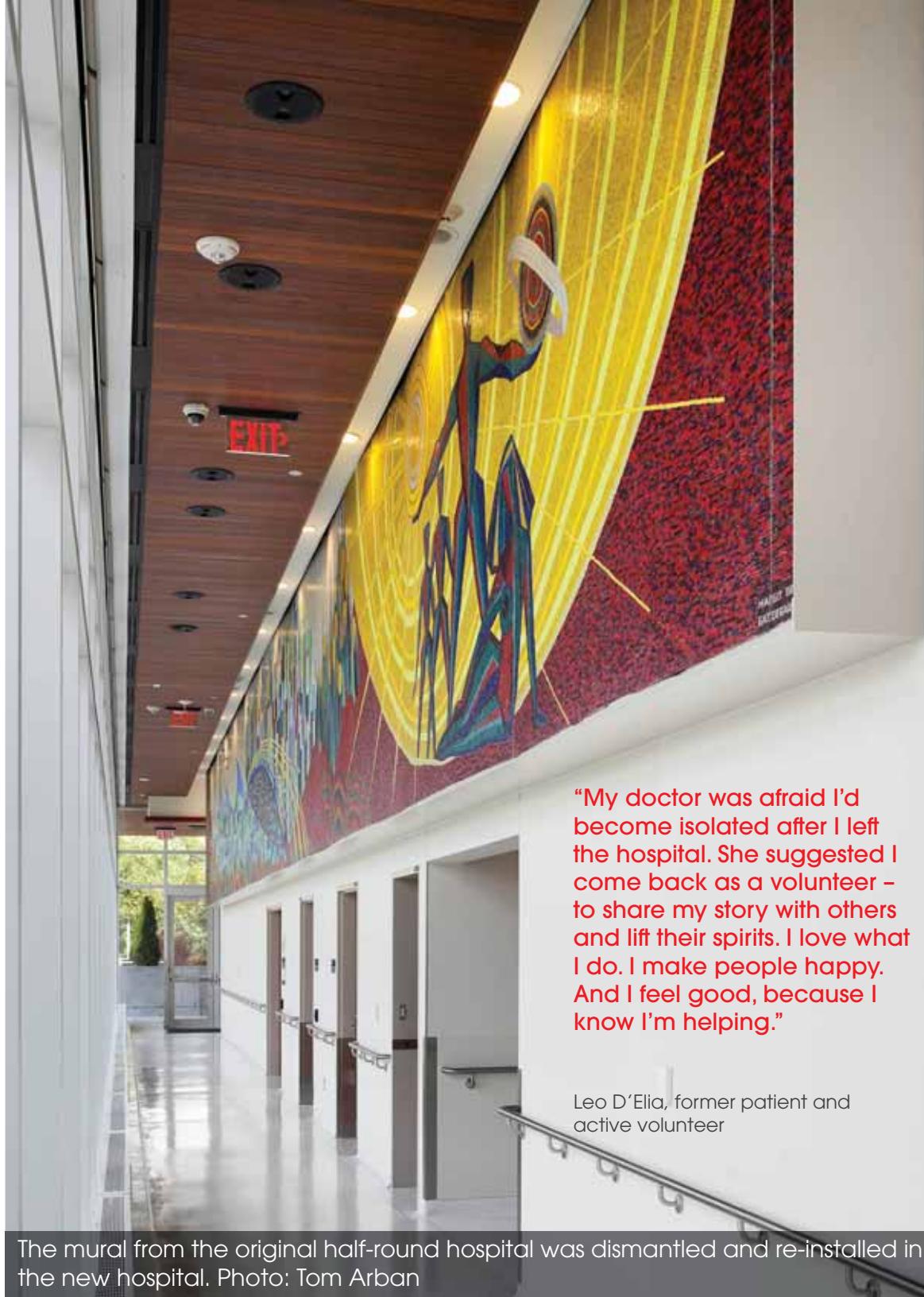
Volunteers

Since opening, 240 active volunteers have contributed over 20,000 hrs of time and talent over the past year. (Bridgepoint Annual Report 2013-14)

The drivers of volunteerism are many, but Bridgepoint has seen a new trend since opening its doors. After experiencing Bridgepoint’s new Active Healthcare, former patients are returning to continue their journey to health and wellness through volunteerism at Bridgepoint.

Hospital as Community Heart

Social spaces such as the café / terrace on the main level are hives of activity – attracting patients, staff and visitors to the hospital. Whether you are looking to engage with a colleague over a coffee, meet with your loved one or visit a friend receiving treatment there are a variety of spaces to choose from ranging from loud and active to quiet and calm.



The mural from the original half-round hospital was dismantled and re-installed in the new hospital. Photo: Tom Arban

“My doctor was afraid I’d become isolated after I left the hospital. She suggested I come back as a volunteer – to share my story with others and lift their spirits. I love what I do. I make people happy. And I feel good, because I know I’m helping.”

Leo D’Elia, former patient and active volunteer

Results

One of the most exciting aspects of Bridgepoint's redevelopment project is the unique opportunity it presents to change the way we think about healthcare design.

In 2014, Bridgepoint's Research Collaboratory released the results of North America's largest post-occupancy study on hospital design and outcomes. The potential impact of this cutting-edge research is three-fold: It will be used to adapt and improve Bridgepoint on an ongoing basis; it will contribute invaluable knowledge to a growing body of international research on healthcare design, and it will set new standards for best practices in the field design evaluation methodology itself.

The study has earned international acclaim, and is already influencing how hospitals are built in the future.

Research Overview

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- It will contribute invaluable knowledge to a growing body of international research on healthcare design, and
- It will set new standards for best practices in the field design evaluation methodology itself. The study has earned international acclaim, and is already influencing how hospitals are built in the future.

When Bridgepoint started its journey toward a new facility, they knew better design, both in hospital infrastructure and inpatient programming, was the optimum

way to ensure the proper delivery of care for patients with chronic disease. Understanding this, they committed to conducting an post-occupancy research to determine how well the solutions proposed in the new facility met their design intentions and clinical results.

The developed process was to collect data from three sources: Bridgepoint's existing "half-found" hospital, the new Bridgepoint Active Healthcare and a control site at West Park Healthcare Centre, a very programmatically similar facility which acted as the control site.

Quantitative and qualitative methods were used to collect data. Quantitative patient and staff surveys measured impressions of the hospital design, patient satisfaction, workplace satisfaction, depressive symptoms, general well-being, sense of optimism along with patient and staff characteristics.

Qualitative measures included covert observation of how space was used by patients, staff and visitors and overt techniques such as go-along interviews where researchers followed a test subject through a typical day.



The juxtaposition of new hospital and old half-round hospital, now demolished.
Photo: Tom Arban

Key Findings

All findings taken from Design and Evaluation: The Path to Better Outcomes, The Final Report on the Bridgepoint Active Healthcare Pre and Post Occupancy Evaluation by Celeste Alvaro, PhD, Deyan Kostovski, AMA, Andrea Wilkinson, Ph.D. and Paula Gardner, Ph.D. A full copy of the report can be accessed via: http://www.bridgepointhealth.ca/en/what-we-do/resources/research/Bridgepoint_Report_-_FULL_-_March_13.pdf

Staff Impressions

Staff impressions of the new Bridgepoint Hospital are consistent with design intentions. Facility is viewed as a place of wellness, not illness. Staff felt safe, comfortable, cheerful and connected to the natural surroundings, neighborhood and city. One miss, staff responded less favorably to wayfinding and opportunities to visit with others.

Connection to Community

Patient impressions were more favourable than the old hospital. Patient's reported an increased sense of belonging to the city and neighbourhood, relative to the old hospital and control site.

Hospital "Destinations"

A mixed response was recorded. The west side terrace, communal dining areas and patient lounges have not been as popular as expected. The rooftop terrace, cafeteria and seating areas near the main entrance have been more popular than expected. Patients and staff responded more positively to areas with significant levels of animation – whether achieved organically or via specific hospital programming.

Sense of Well-Being

Staff outcomes as it relates to well-being
– increase in workplace satisfaction and enhanced workplace interactions. Patient experienced an increase in satisfaction, displayed greater self-efficacy in mobility and increased perceptions of improvements in their mental health relative to the old hospital and West Park. Patients and staff that considered the hospital a place of wellness experience perceived improvements in physical health and lower burnout, respectively.

Key Recommendations

Patients Need a View of Their Own

Patients need a view of their own: The findings illustrate that patients thoroughly enjoy the meaningful views in the hospital. It is of significant importance when we consider the access to natural sunlight and meaningful views in a patient's room. It is recommended that future hospitals be designed following the Bridgepoint model, where each patient bed - regardless of whether their room is private or semi-private and regardless of whether or not the privacy drapes are drawn, be positioned to ensure a direct sightline to the outdoors.

Quality Outdoor Spaces Not Quantity

Outdoor spaces are very popular, but the results show that the quality of the space is more important than the quantity of spaces that are available to patients and staff.

Whereas the rooftop terrace, west side terrace and labyrinth all have spectacular views of the city skyline and surrounding areas, only the rooftop terrace has agreeable environmental conditions. As a result of being situated

right above a very busy highway – the Don Valley Parkway – the west side terrace is noisy. The labyrinth experiences strong wind conditions on a regular basis and is void of shaded areas. These environmental challenges are attributing factors to their underutilization.

In addition to meaningful views and access to nature, outdoor destinations require a certain level of animation to attract users. This animation can occur through a variety of techniques, some quite simple and others perhaps more complex. For example, the solution could rest with furnishing an under used space that would allow people to gather and socialize, or hospital and social programming can be introduced to drive users to a particular space.

Having favourable environmental conditions is not the only reason why the rooftop is proving to be such a useful and popular outdoor destination. It has plenty of seating and includes recreational therapy exercises for patients. The gardening program has been so successful in that space that

patients have shared their stories on how they would regularly revisit the rooftop simply to monitor the progress on their gardening endeavours. In contrast, the west side terrace and labyrinth were less successful in achieving the required levels of animation to attract potential users.

On the west side terrace there was little in terms of furnishings and its placement seemed ad hoc or randomized at best. Hospital or social programming was non-existent for both the west side terrace and labyrinth.

In future hospital designs and concepts, it is recommended that the quality of the outdoor space take priority over the quantity of spaces. Furthermore, the quality of a space is to be measured by level of agreeable environmental conditions and the ability to create and maintain proper levels of animation.

Key Recommendations

Social Spaces Need to Be Strategically Located By Hubs of Activity

The social areas that have demonstrated high volumes of usage are the cafeteria and the seating areas located by the entrance to the hospital. With respect to the cafeteria, it would be too simplistic to conclude that users are there for food consumption only. In actuality, it is a location that serves a variety of uses over and above food consumption and the diversity of users is remarkable. In this space, senior hospital leadership, front line staff, visitors and patients all interact in the same location.

The seating areas also exhibit the same diversity of user groups. Located in proximity to the hospital entrance it is a thoroughfare used by staff, patients, community members and visitors. The buzz of activity even attracts the most passive of users who simply want to observe the passers-by.

The internet café on the fifth floor and patient lounges are two examples of social spaces that are not attaining their intended levels of use. The internet café

is located on a floor that houses most of the facilities mechanical equipment, staff meeting rooms, a teaching room and spiritual care. The patient lounges are located in isolation at the most northern and southern extremes of the patient units and in order to gain access patients need to navigate their way through a set of double doors. Their secluded locations and limited animation are all contributing factors as to why these locations are failing.

To foster sustained usage, future projects need to be more strategic in the placement of social spaces. They need to be located in closer proximity to hubs of activity and be able to generate acceptable levels of animation for active and passive users.

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