

AUTHENTIC ENGAGEMENT OF MEDICAL STAFF IN BRIEFING

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INTRODUCTION

Why manage stakeholders?

Why worry about the clinical role?

Pre & post occupancy research

Supporting techniques for clinical staff

Training and support

WHY INVOLVE CLINICIANS?



Photo from Planning Buildings for Health Course field trip

STAKEHOLDER THEORY: ORGANIZATIONAL THEORY

Instrumental perspective

- companies that take account of their stakeholders will be more successful.

Normative perspective

- Stakeholders are individuals or groups who have legitimate interests in substantive aspects of the firm
- Stakeholders are defined by their interests in the firm whether or not the firm has any interest in them

APPLIED TO PROJECTS

Clinical staff have legitimate interests in substantive aspects of the healthcare facility and their input may result in a better outcome

Project teams 'engage' with medical staff in the briefing in order to

- Get a better outcome
- Because it is the right thing to do
- Because clinical staff, especially doctors, are perceived to be very powerful

CONSTRAINTS

Project teams constrained by

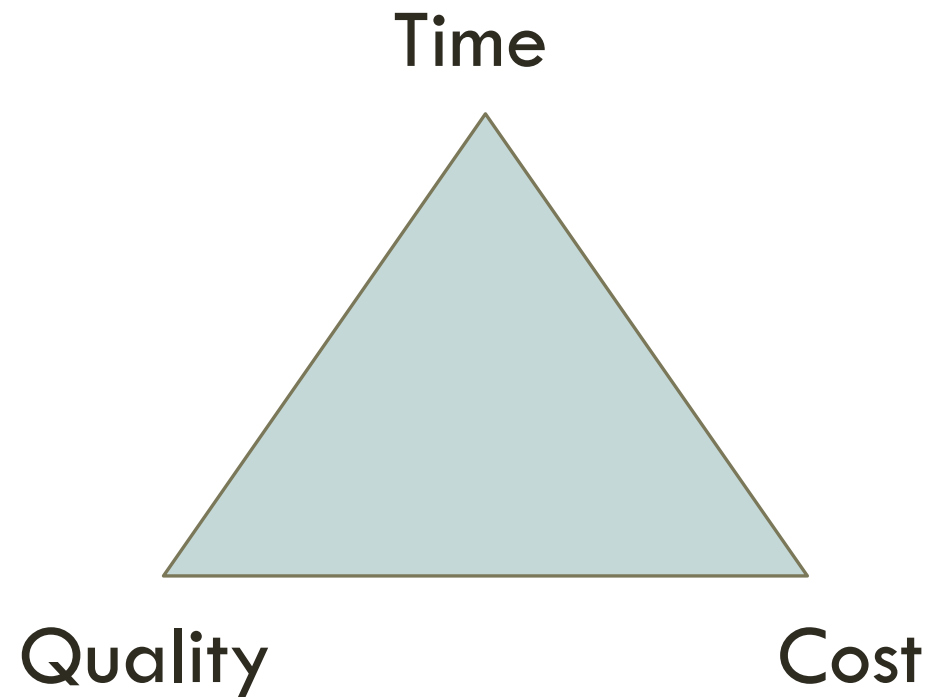
- iron triangle – delivery to time, cost & quality

Clinical staff constrained by

- Work commitments
- Knowledge about the procurement of construction
- Knowledge about buildings, plans, business cases

Design/ construction constraints

- HBN
- HTM
- Statutory requirements
- Site limitations



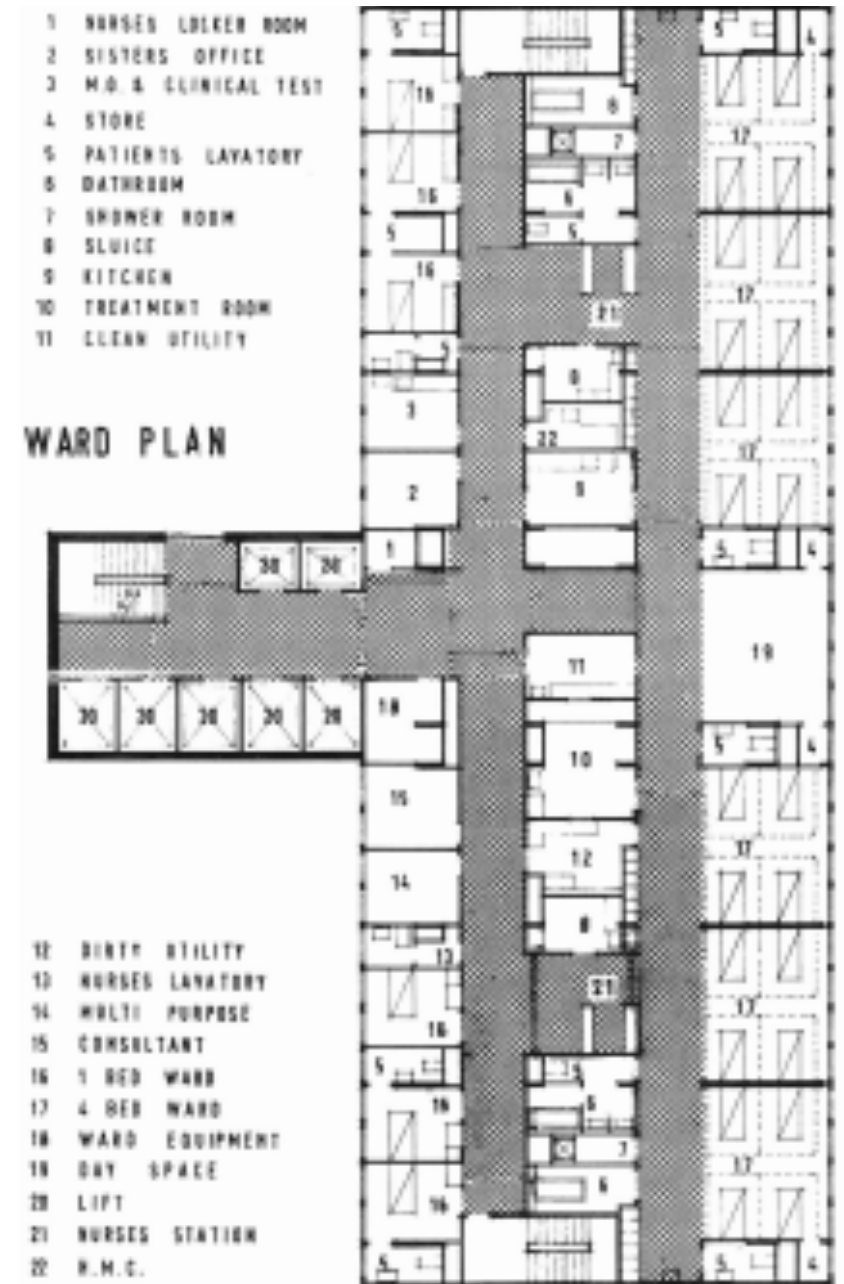
RESEARCH INTO OPTIMISING THE CLINICIAN'S ROLE

Why?

Is it important?

How?

Drawing from "An introduction to reading architects drawings",
1966, Scottish Hospital Centre



TIME ALLOCATED FOR CLINICIAN INVOLVEMENT

Supporting Professional Activity

Prioritisation

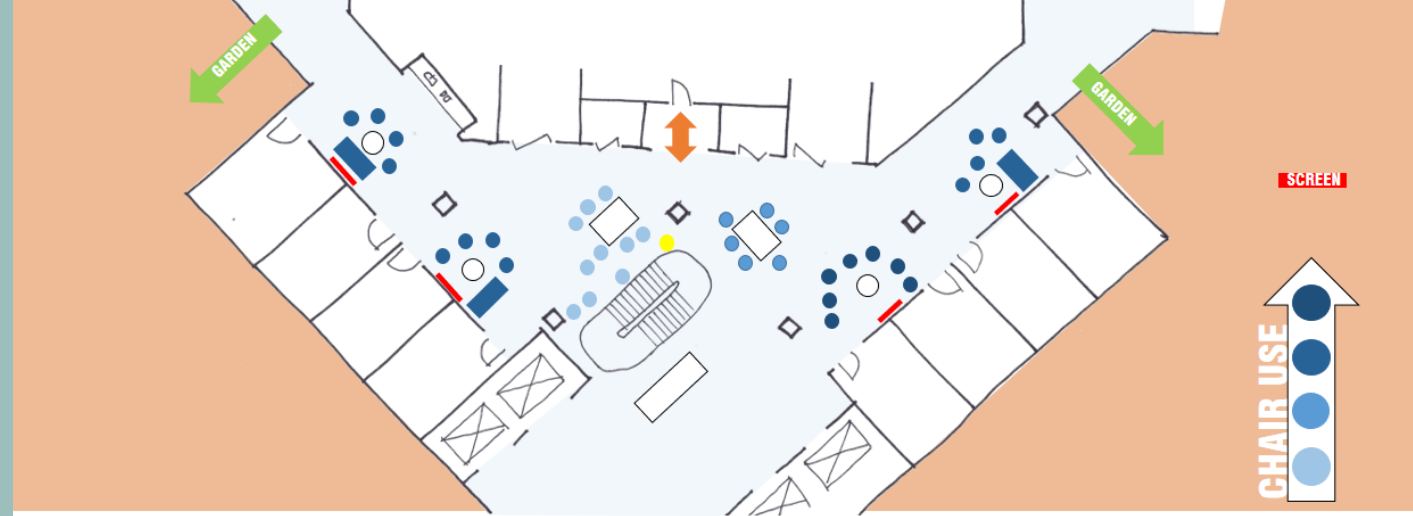
Long time lines

RESEARCH INTO HEALTHCARE BUILDINGS

"Get it right for the staff first and patients will get maximum benefit"

".....feedback must be recorded and seriously taken into account for future buildings, or even to make improvements on the building being evaluated, if required".

RESEARCH INTO HEALTHCARE BUILDINGS



43%
FAMILY
MEMBERS



1.4-6.6_{P/M}
STAFF ACCESS PER MINUTE TO
STAFF HUB

0 PATIENT/FAMILY MADE USE OF THE BEVERAGE BAY

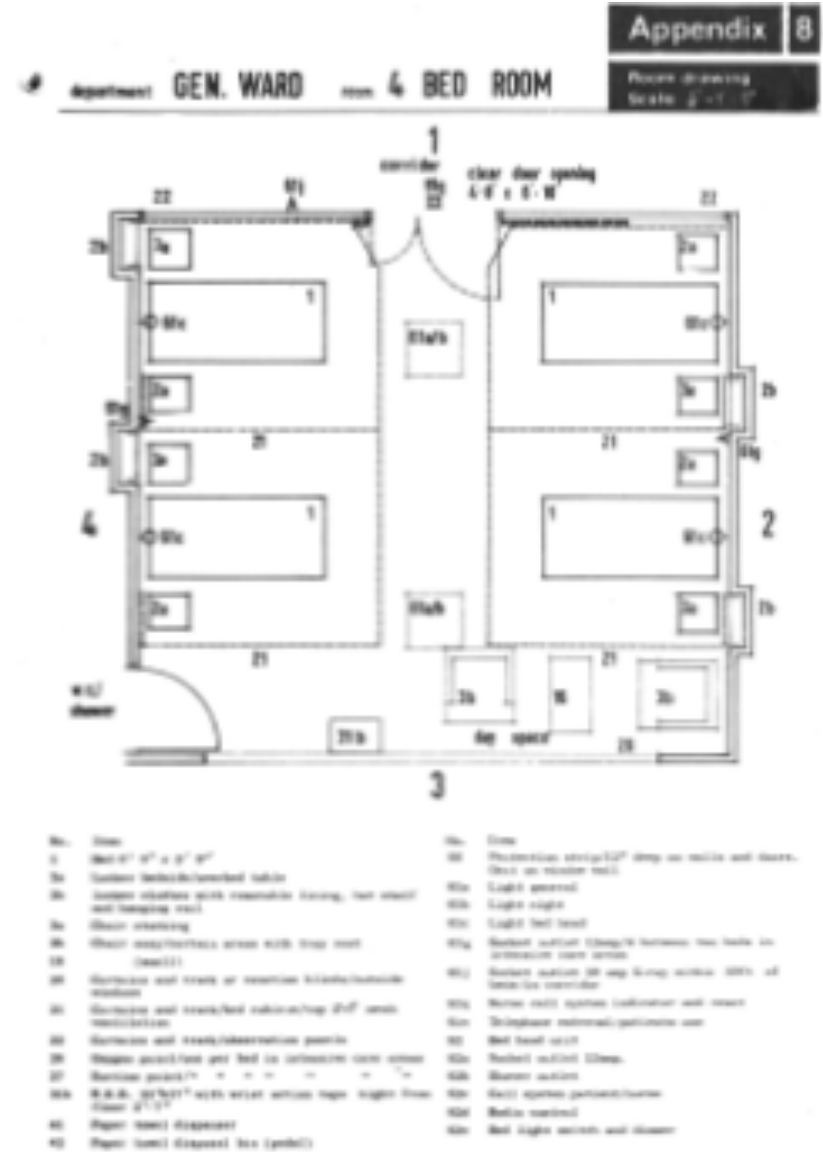
0 PATIENT/FAMILY ACCESSED THE GARDEN

2 MEMBERS OF STAFF ACCESSED THE GARDEN

BEYOND 2D

Evidence that clinicians feel disempowered and socially marginalised at the briefing table.

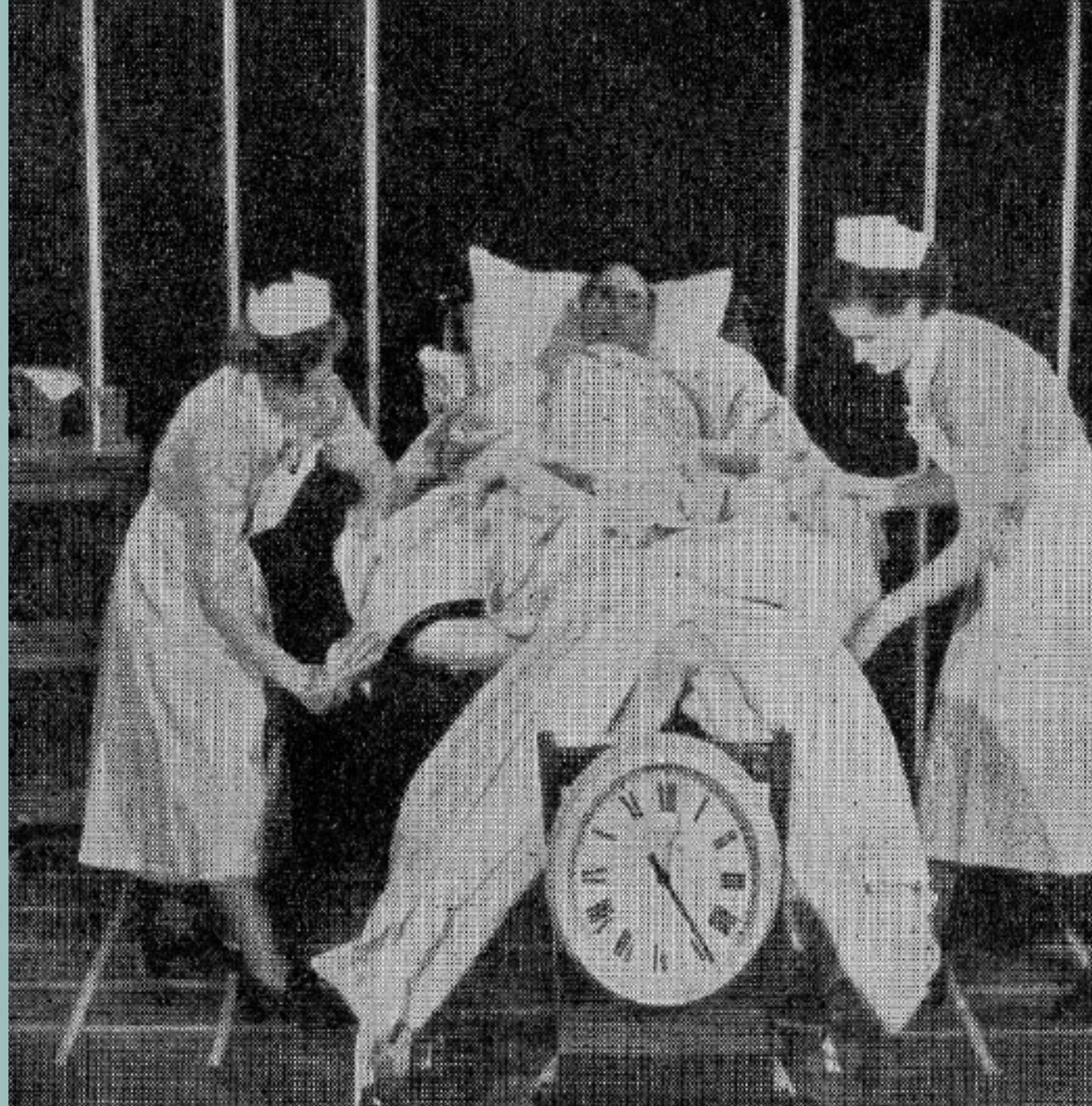
Drawing from “An introduction to reading architects drawings”, 1966, Scottish Hospital Centre



BEYOND 2D

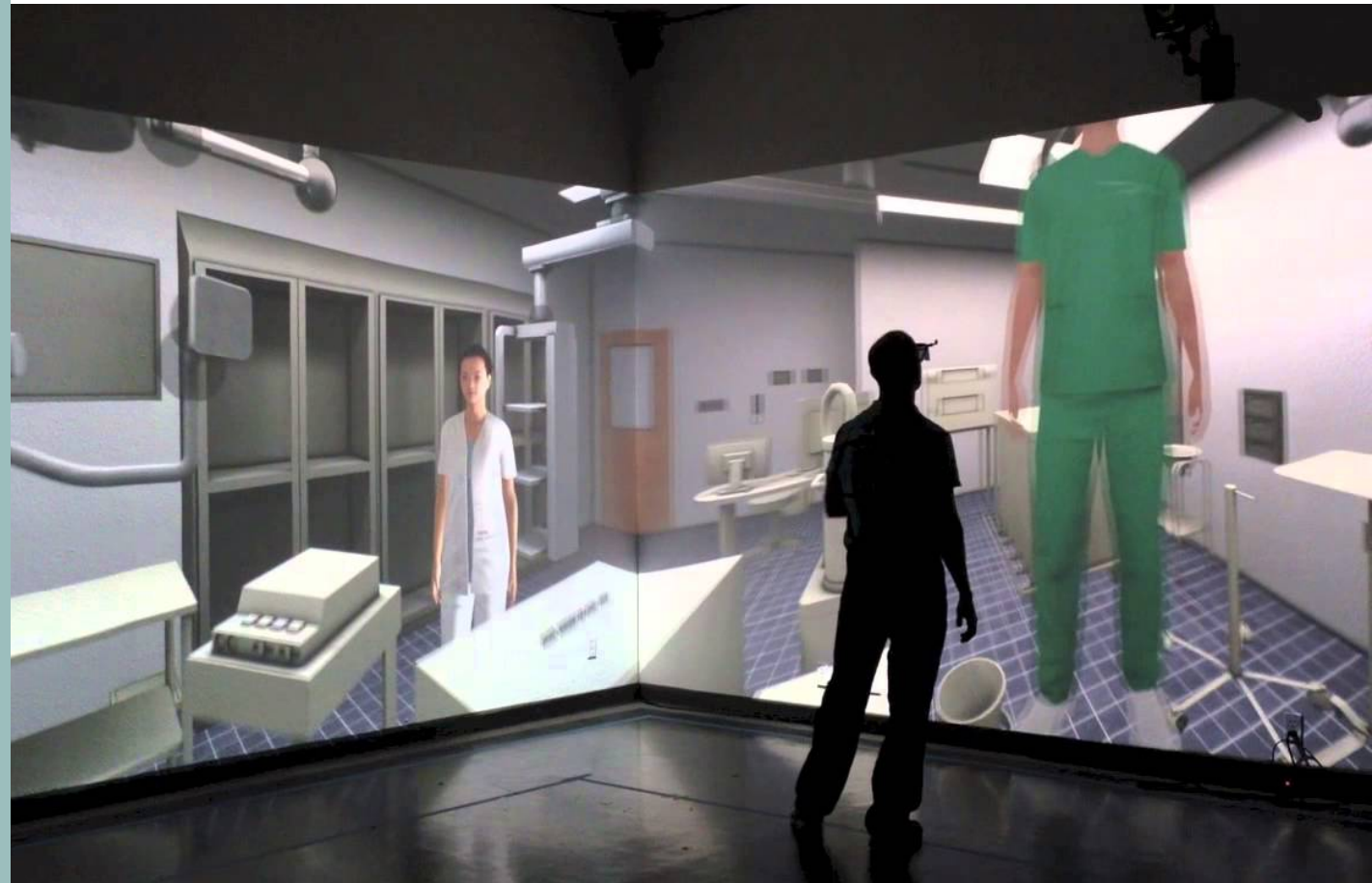
1955 ...

“Studies in the functions and design of hospitals”
Nuffield Trust



BEYOND 2D

www.worldviz.com



...2017 Virtual Reality

RECORD OF CLINICIAN INPUT

Poor

RECORD & ACKNOWLEDGE CLINICIAN'S INPUT

Table 3. Ranking of Critical Success Factors of Construction Project Briefing

Critical success factors	Frequency of response	Percent of respondents (%)	Rank
1. Open and effective communication	20	35.7	1
2. Clear and precise briefing documents	9	16.1	2
3. Clear intention and objectives of client	7	12.5	3
4. Clear project goal and objectives	7	12.5	3
5. Thorough understanding of client requirements	4	7.1	4
6. Experience of brief writer	4	7.1	4
7. Team commitment	4	7.1	4
8. Identification of client requirements	3	5.4	5
9. Agreement of brief by all relevant parties	3	5.4	5
10. Sufficient consultation with stakeholders	3	5.4	5
11. Holding workshops with stakeholders	3	5.4	5
12. Control of the briefing process	3	5.4	5
13. Realistic budget and programme	3	5.4	5
14. Consensus building	3	5.4	5
15. Honesty	3	5.4	5

TRAINING & SUPPORT

Why not?

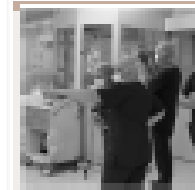
TRAINING & SUPPORT

Short courses for medical staff

- Design principles
- The project lifecycle
- The role of the project team
- Role of medical staff in briefing
- Understanding plans
- 3 D modelling
- Site visits

Creating clinical spaces that work

A training course for clinicians involved in building projects



The timeline of a building project

An overview of the stages of a building projects in hospitals. What happens when and why?



Why involve clinicians impact on projects?

How clinicians can make a positive impact on a project at different stages. Making the most of opportunities to improve services for user and staff working environments.



Working within project teams

Understanding the roles in project teams. Overcoming barriers in communication between clinicians and construction professionals. Establishing effective communication. The role of drawings and models in the process.



Learning from others' experiences

Finding out about other clinicians' experiences.

SUMMARY

Time and resources to be allocated to support clinicians involvement

Clinicians positive about engaging in buildings research

Early feedback on 3D modelling is positive

Consider how communication throughout project life can be improved

Provide clinicians with training and support

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