The Beryl Institute

**Rallying Your Team:**
Utilizing an Optimal Healing Environment (OHE) framework and LEAN to Drive Outcomes

April 10, 2015

Presented by:
Scott Kashman, Chief Administrative Officer, Cape Coral Hospital – Lee Memorial Health System
Lorissa MacAllister, Healing Spaces Specialist – Samueali Institute
Joan Odorizzi, Healing Environment Business Partner – Cape Coral Hospital – Lee Memorial Health System
MAKE A DIFFERENCE

NOBODY CARES HOW MUCH YOU KNOW UNTIL THEY KNOW HOW MUCH YOU CARE.

- Theodore Roosevelt
OUTCOMES...The Leading Indicators

• Focus on clinical & operational efficiencies

• Focus on health, wellness & wellbeing

• Provide a community outreach plan and vision
OUTCOMES...The Lagging Indicators

- Patient Experience Scores
- LEAN as our Management System
- Employee Engagement
- Core Measures
- Serious Safety Events
- LOS & Staff Productivity
- Financial Performance
Exceed National Standards

• Community hospitals and health systems can be a business of excellence with national and international standards met and exceeded.

• Just Need:
  – Head: Critical Thinking
  – Heart: Intuition, Passion & Heart
  – Guts: Emotional Intelligence
HEALTHCARE SYSTEM PRIORITIES

- Care Coordination & Collaboration
- Population Health Management & Improving the Health of a Community
- Financing Healthcare – who should pay?
- Creating an Optimal Healing Environment (OHE)
Lee Memorial Health System

- Founded in 1916.
- $1.3 billion in revenue and 3-4% operating margin.
- More than 10,500 employees.
- More than 4,500 volunteers and auxilians who provide more than $12 million in services each year.
- More than 225 employed primary care and specialty physicians with more than 25 office locations:
  - Lee Physician Group
- More than 1,100 physicians on the Lee Memorial Health System medical staffs.
- More than 300 advanced providers including: physician assistants (PAs), advanced registered nurse practitioners (ARNPs), certified registered nurse anesthetists (CRNAs) and certified nurse midwives (CNMs).
- Four acute care hospitals and two specialty hospitals with a total of 1,423 beds
  - Cape Coral Hospital – 291 beds
  - Gulf Coast Medical Center – 349 beds
  - HealthPark Medical Center – 270 beds
  - Lee Memorial Hospital – 355 beds
  - The Rehabilitation Hospital – 60 beds
  - Golisano Children’s Hospital of Southwest Florida – 98 beds
3 OPERATIONAL PRIORITIES

SAFETY

No patient, visitor or co-worker is harmed while in our facilities.

FLOW

Patient enters and exits system at the most opportune time.

EXPERIENCE

Episode of care and caring is what the patient and co-worker feels was made especially for them.
DEEPER MEANING & PURPOSE

• Framework
  – Samueli Institute’s Optimal Healing Environment Framework (OHE)

• Culture
  – Creating deeper meaning and purpose versus sole focus on patient experience. Re-connecting the staff, volunteers, physicians and community.
Optimal Healing Environment Framework

Samueli Institute’s Optimal Healing Environment (OHE) is one that supports and stimulates patient healing by addressing the social, psychological, physical, spiritual and behavioral components of healthcare and enabling the body to heal itself.

The Samueli framework is based on evidence based practices incorporating the following pillars and moving from internal to outer environments:

• Internal
• Interpersonal
• Behavior
• External
A Business Case for Optimal Healing Environment – Lee Memorial Health System – Cape Coral Hospital

Presented by:
Lorissa MacAllister, Healing Spaces Specialist – Samueli Institute
OPTIMAL HEALING ENVIRONMENTS

Surround the individual with elements that facilitate the innate healing process.

INTERNAL
- Healing Intention
- Personal Wholeness

INTERPERSONAL
- Healing Relationships
- Healing Organizations

BEHAVIORAL
- Healthy Lifestyles
- Integrative Care

EXTERNAL
- Healing Spaces
- Ecological Sustainability

MAKING HEALING AS IMPORTANT AS CURING

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Optimal Healing Environments

Surround the individual with elements that facilitate the innate healing process.

Making healing as important as curing

© 2013 Samuel Institute
Optimal Healing Environments

Surround the individual with elements that facilitate the innate healing process.

Making healing as important as curing

© 2013 Samuel Institute
HEALTHY LIFESTYLES

- Diet
- Exercise
- Relaxation
- Addiction Management

INTegrATIVE CARE

- Integrative
- Person Centered
- Family Centered
- Culturally Sensitive

BEHAVIORAL

HEALTHY LIFESTYLES

INTEGRATIVE CARE

ECOLOGICAL SUSTAINABILITY

HEALING SPACES

EXTERNAL

Making Healing as Important as Curing

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# Optimal Healing Environments

Surround the individual with elements that facilitate the innate healing process.

## Healing Spaces
- **Color and Light**
- **Art and Architecture**
- **Aroma and Air**
- **Music and Sound**

## Ecological Sustainability
- Eco-Friendly
- Green
- Energy Efficient
- Nature

## Making Healing as Important as Curing

© 2013 Samuel Institute
OHE DOMAINS

• Internal Examples of Making it Real
  – Strategy to operational plans that incorporate leadership commitment
  – Optimal Healing Environment understanding integrated into the policies and procedures
  – Staff and family respite
  – Letter of gratitude

• Internal Measures
  – Staff Engagement
  – Satisfaction
  – Staff Retention
OHE DOMAINS

• Interpersonal Examples of making it real
  – Connectivity Program for all staff
  – Transforming the model of care to the full adoption of relationship based care for the Health System
  – Patient Care Ambassador Volunteer Program
  – ICU Care Cart and Medication Room

• Interpersonal Measures
  – Team Cohesion
  – Patient and Care Giver relationship and satisfaction
  – Attendance and number of ideas for further adoption of OHE in all departments and community
  – Hours of Service
OHE DOMAINS

• Behavioral Examples of Making it Real
  – Food Is Medicine – Creating a Malnutrition Program
  – Stairwellness
  – Identification of 7 behaviors of Wellness
  – CHIP Watchers Program for Employees
  – Women’s Services offers complimentary care such as Gentle C-Section
  – Integrating and complimentary medicine to care protocols
  – Spirit Award
  – Stroke Program

• Behavioral Measures
  – Readmission Rates
  – Length of Stay Rates
  – Staff Wellness Rates or participation in CAPS
  – Satisfaction
OHE DOMAINS

• External Examples of Making it Real
  – Pathway to Discovery
  – Teaching Garden
  – Staff Serenity Garden
  – Healing Garden
  – Green Team

• External Measures
  – Access and use
  – Improve sense of health
  – Community monetary and action based support
OHE VISION TO PRACTICAL APPLICATIONS

• Presented by:
  • Joan Odorizzi, Healing Environment Business Partner – Cape Coral Hospital – Lee Memorial Health System
OPTIMAL HEALING ENVIRONMENT (OHE) Conceptual Model
Caring People, Caring for People
An inspirational framework helping to achieve our aspirational goals.

**MISSION**: To continue to meet the health care needs and improve the health status of the people of Southwest Florida.

**CATALYSTS**
- Mission, Vision, Values
- System Strategic Plan & Goals
- LEAN as Management System
- Model of Care (Relationship Based Care – pending)
  - Leadership
  - Teamwork
  - Professional Practice
  - Care Delivery
  - Resources
  - Outcomes
- Caring Behaviors
- System Education & Learning
  - Professional Practice & Research

**Optimal Healing Environment (OHE)**
- **INTERNAL**
  - Developing Healing Intention
  - Experiencing Personal Wholeness
- **INTERPERSONAL**
  - Cultivating Healing Relationships
  - Creating Healing Organizations
- **BEHAVIORAL**
  - Practicing Healthy Lifestyles
  - Applying Collaborative Medicine
- **EXTERNAL**
  - Building Healing Spaces
  - Fostering Ecological Sustainability

**Orchestrated through Relationship Based Care**
- Patient/Family Centered Care
- Self-Care
- Collegial Care

**EXTERNAL: Increasing community outreach & collaboration**
- Community Philanthropy & Engagement
  - Pathway to Discovery Plans (CCH)
- Healthy Hospitals Institute
  - Ecological Sustainability
  - Purchasing Plans
  - Food & Nutrition
  - Leadership

**INTERPERSONAL**
- Relationship Based Care (Patient & Family, Self, Colleagues)
  - E2 (Education & Evidence)
  - I2 (Inspiration & Infrastructure)
- LEAN as Management System
  - Deployment & KPI Wall
  - Huddle Boards
  - PDCA
  - Job Instruction/Standard work
- Safety Huddles
- Information Technology Integration
- Diversity & Inclusion
- Clinical Business Intelligence
  - Crimson
  - Connectivity!
  - Sterling Assessment
  - Press Ganey
  - Publically reported sites
  - Regulatory Agencies & ISO Standards
  - Interpreter Services/Nationality Languages

**INTERNAL: Improving Clinical & Operational Effectiveness**
- Mission, Vision & Values
- System Strategic Goals (5)
- Clinical Vision & Purpose
- Seven Caring Behaviors

**OUR STORY**
How we drive our Business outcomes through OHE utilizing LEAN Management System and RBC.

LMHS AND/OR CCH Supporting Stories & Tactics

**EXTERNAL: Focusing on health, wellness & well-being**
- LMHS System Health, Wellness & Well-being Plan & LMHS Plan
- Malnutrition study with Abbott
- Physician Engagement
  - Reduce Clinical Practice
  - PHO/CDN
  - PCMH
- Complimentary Medicine/Care & Lifestyle Management

**LEARNING**
- LEARN as Management System
  - Deployment & KPI Wall
  - Huddle Boards
  - PDCA
  - Job Instruction/Standard work

**TEAMWORK**
- Leadership
- Teamwork
- Professional Practice
- Care Delivery
- Resources
- Outcomes
- Caring Behaviors
- System Education & Learning
  - Professional Practice & Research
INTERNAL DOMAIN – PATIENT EXPERIENCE (excerpt from Strategy to Operations Plan)

• This strategy supports the Optimal Healing Environment (OHE) through “Cultivating Healing Relationships” and “Applying Collaborative Medicine” by incorporating the patients, their family members and/or caregivers in the Care TEAM plan. It allows for continuous coordination and communication while creating a positive experience at all levels throughout the patient’s admission, hospitalization and discharge. It shows respect for all individuals.
OPTIMAL HEALING ENVIRONMENT FRAMEWORK

VISION → BEHAVIORS & PROCESSES → PRACTICAL APPLICATIONS

*Lens of an Optimal Healing Environment Framework*
CAPE CORAL HOSPITAL: OUR STORY

LMHS: MISSION, VISION & VALUES

Serve as the Premier
OPTIMAL HEALING ENVIRONMENT (OHE)
Provide a World Class Patient Experience and Place in the Top 10th Percentile in the Nation in Patient Satisfaction

FOCUS ON 3 OPERATIONAL PRIORITIES

SAFETY:
No patient, visitor or co-worker is harmed while in our facilities.

FLOW:
Patient enters and exits system at the most opportune time.
(Right Care, Right Time & Right Place)

EXPERIENCE:
Our patients and co-workers feel the experience was made especially for them.

LMHS Strategic Initiatives

<table>
<thead>
<tr>
<th>INTERNAL/ CULTURAL ENABLERS</th>
<th>INTERPERSONAL/ ENTERPRISE ALIGNMENT</th>
<th>BEHAVIORAL/ CONTINUOUS IMPROVEMENT</th>
<th>EXTERNAL/ RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Service, Safety and Quality</td>
<td></td>
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</tbody>
</table>
- Mission, Vision, Values
- Model of Care: Patient & Family Centered Care
- Personal Accountability (Because I care)
| System strategic plans and goals
- Florida Sterling Assessment and plans
- Samuel Institute 360 assessment and IRB Study
- ISO, DNQ and other regulatory agency surveys
| Safety
- 7 Caring Behaviors
- 2 Patient Identifiers
| HCAHPS/Top Box ≥ 75%
- Core Measures ≥ 99%
- LOS ≤ 4.15%
- Publicly Reported Data ≥ 50% |
| 2. Clinical Integration |
- EPIC as our Integrated IT System
- Clinical vision
- Physician Compact
| EPIC Training & Upgrades
| Experience |
- Primary Stroke - NICE
| Adjusted Admissions
- ER Volume
- Surgical Volume
- ER Disch to IP Bed ≤ 60 min
- ER Offs ≤ 30 min = 90% |
| 3. Aligned Multi-Specialty Group |
| 4. Workforce |
- SMART Goals
| - Connectivity!
- Train Managers on PDCA thinking
- LMHS Onboarding
- Communicating Intentionally
- Coaching for Results
- DISC Action Plans
| Flow
- Use Huddle Boards & KPI Wall
- Employee Engagement
| - ESS ≥ 73.4%
| - # Employee Generated Ideas ≥ 1/FTE |
| 5. Financial Viability |
- Fiscal Year Budget
| Capital Resource Allocation Committee (System)
| Experience
- Surgical Oncology
- GI, Colon & Breast (FY15)
| Operating Margin ≥
- FY 2015 = 24.75%
- FY 2014 Actual = 28.0% |

Lean as Our Management System
"Lead with respect for people and humility"
Caring People, Caring for People
STRATEGY ROOM

[Image of a strategic initiatives wall with various performance indicators and data visualizations for different entities like GCMC, CCH, LMH, HPMC, GCHSWF, LPG, with indicators such as Service, Safety, Quality, Clinical Integration, Aligned Specialty Groups, Workforce, and Financial Viability.]
INTERPERSONAL DOMAIN (excerpt from Strategy to Operations Plan)

• Enhance employee engagement through cultural changes, communications and education dedicated to an Optimal Healing Environment (OHE) which cultivates healing relationships, enhances personal wholeness, performs/leads with humility and provides resources for healthy lifestyle and areas of healing spaces.

(Focus on Selection, Orientation/Training/Education, Coaching for Results, Communication Intentionally, Recognition and Accountability)
# CONNECTIVITY!

**AGENDA**
7:30am-9:30am

<table>
<thead>
<tr>
<th>Group Ground Rules</th>
<th>Scott Kashman</th>
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<tbody>
<tr>
<td>Welcome</td>
<td>CCH Chief Admin Officer</td>
</tr>
<tr>
<td>3 Operational Priorities: Safety, Flow &amp; Experience</td>
<td>424-3851</td>
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<tr>
<td>Because We Care</td>
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</table>

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<thead>
<tr>
<th>Clinical Vision &amp; LMHS Caring Behaviors</th>
<th>Wendy Piascik</th>
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<tbody>
<tr>
<td>Welcome</td>
<td>VP of Patient Care Svcs.</td>
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<td>424-2392</td>
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<table>
<thead>
<tr>
<th>Lee Memorial Health System System Strategy</th>
<th>Kevin Newingham</th>
</tr>
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<tbody>
<tr>
<td>Welcome</td>
<td>VP of Strategic Services</td>
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<td>454-8728</td>
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<table>
<thead>
<tr>
<th>Financial Sustainability</th>
<th>Pam Scardina</th>
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<tr>
<td>Welcome</td>
<td>Controller</td>
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<td>424-1340</td>
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<thead>
<tr>
<th>Optimal Healing Environment (OHE)</th>
<th>Joany Odorizzi</th>
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<tbody>
<tr>
<td>Welcome</td>
<td>OHE Business Partner</td>
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<td>424-3804</td>
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<thead>
<tr>
<th>Engaged Workforce &amp; Medical Staff</th>
<th>Nancy Travis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>Mel King</td>
</tr>
<tr>
<td>3/N4E Floor Nursing Director</td>
<td>Sr. HR Business Partner</td>
</tr>
<tr>
<td>424-2308</td>
<td>424-2312</td>
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<thead>
<tr>
<th>Lean &amp; Huddle Board</th>
<th>Kim Blakey</th>
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<tbody>
<tr>
<td>Welcome</td>
<td>Lean Transformation Sp.</td>
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<td>424-2205</td>
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<thead>
<tr>
<th>Patient Experience</th>
<th>Diane Sobel</th>
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</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>Respiratory Therapy Director</td>
</tr>
<tr>
<td>Anna Marie McCarthy</td>
<td>424-3706</td>
</tr>
<tr>
<td>3/N4E Floor Nursing Director</td>
<td>424-2270</td>
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<thead>
<tr>
<th>Stroke Facts/ ACS Signs</th>
<th>Sharon Rothwell</th>
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</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>Nursing Educ. Coordin.</td>
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<td></td>
<td>424-2605</td>
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<thead>
<tr>
<th>Patient Safety</th>
<th>Lynn Gott</th>
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</thead>
<tbody>
<tr>
<td>Annette Forlenza</td>
<td>Lab Director</td>
</tr>
<tr>
<td>Surgical Svc. Director</td>
<td>424-2253</td>
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</tbody>
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**Closing:**

**Recap- Joany Odorizzi**
**Facility Tour- Sharon Rothwell**

Today is about you! How you “connect” with those around you and the goals we set to achieve. It is our goal to provide you a positive and impactful experience. Please tell us how we did by completing an evaluation before your facility tour.
Cape Coral Hospital Connectivity!

How well did Connectivity! Meet Your Expectations?

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. This session helped me understand how Cape Coral Hospital’s strategy impacts Lee Memorial Health System’s strategy.</td>
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<tr>
<td>2. I can see how my role impacts at least 1 of Cape Coral Hospital’s strategies.</td>
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<tr>
<td>3. Connectivity! was a chance to meet other people in the hospital that I may not have met otherwise.</td>
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<tr>
<td>4. I feel that the leaders who presented are approachable.</td>
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<tr>
<td>5. This session stressed the importance of developing healthy and caring relationships in the work environment.</td>
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</table>

1. What was most valuable about this Connectivity! session?

2. How could we improve Connectivity! to be more effective for future participants like you?

3. How do you see this information impacting your work? Which Cape Coral Hospital strategy do you feel you impact most?

Other Comments:
BEHAVIORAL DOMAIN

• Food is Best Medicine - Malnutrition Program
  – Vision to practical application tool
TRANSFORMATION

VISION → BEHAVIORS & PROCESSES → PRACTICAL APPLICATIONS

- Each Team’s contribution towards our common purpose
- Relationship Based Care
- 7 Caring Behaviors
- “Because We Care”
- Leans Concepts/Tools
- Desired clinical, healing, caring and well-being outcomes
- OHE Domains
  - Internal
  - Interpersonal
  - Behavioral
  - External

Lens of an Optimal Healing Environment Framework
Because We Care” about malnutrition occurring with our high risk patients across the continuum, “we” want to focus on Food is Best Medicine to help our patients heal.

- Patient & Family Centered Care
- 7 Caring Behaviors
- Leadership & Teamwork
- IRB Process
- Lean Process

High risk malnourished persons are identified when entering our System. Provisions made to receive optimal healing nutrition at home.

Lens of an Optimal Healing Environment Framework
EXTERNAL DOMAIN

• Physical Environment – Creating Healing Spaces
  – Pathway to Discover
  – Healing Space Proposal

• Ecological Sustainability – System Green Dream Team
  – Huddle Board
  – PDCA
Connecting with nature; creating an Optimal Healing Environment

Wellness Education Park
The circular pathways in this butterfly garden delight preschool children and adults alike, and the clinical integration of physical therapy tools enhances patients' rehabilitation sessions.

Healing Garden
Native plants and trees, a water feature, and other soothing elements encourage the hospital visitor to relax and unwind. This garden is adjacent to the Women's Care and Birthing Suites entrance.

Pedestrian Connections
Brick walkways connect the key areas of our pathway and are available for sponsorship. They represent connectivity with our community.

Heart Healthy Pond
The pond includes a lit fountain and will be surrounded by native shade trees, seating areas for visitors who want to relax, as well as exercise stations for those on the go.

Courtyard
An existing courtyard is being renovated to become the new employee entrance for the hospital. Employees will start and end their days in an area filled with native vegetation, a fountain, and sustainable furniture for relaxation and restabilization. All patients and visitors are welcome.
Cape Coral Hospital Employee Entrance
Overview of Optimal Healing Environment
October 17, 2014
1. PLAN:
   A. Background- What is the issue to be improved:

Expand recycling processes: There may be articles (cans, bottles, glass, plastic supply wraps) that can be recycled but at present are not included in LMHS plans.

Improve existing waste collection and recycle processes to reduce the environmental impact of:

1.) Regulated Medical Waste (RMW):
   a. Biomedical waste
   b. Pharmaceutical (Rx) waste
   c. Sharps
   d. Chemotherapy waste and
   e. Other hazardous waste

2.) Paper and cardboard (fibrous) recycling
3.) Single-use device (non-invasive) recycling such as pulse-oximeters, blood pressure cuffs, etc.
4.) Batteries recycling
5.) Printer ink cartridges

Improve policies, processes and guidelines for the above existing waste and recycling functions by developing job instruction and standard work procedures.

Improve staff awareness, knowledge and compliance with existing waste and recycling processes.

Reduce non-compliance and non-conformities with waste and recycling policies, processes and guidelines.

B. Why is it important to improve this issue- How does it relate to our 5 Strategic Initiatives? (Financial Viability, Engaged workforce, Service, Safety and Quality, Clinical Integration, Aligned Multispecialty group)

Improve our ecological sustainability supporting an Optimal Healing Environment which promotes green eco-friendly and energy efficient processes.

- Recycling supports decreased chemical pollution impact on our environment and promotes public and environmental health
- Safety – “First do No Harm”. Recycling promotes a critical connection to the overall health of the community by reducing toxins in our environment and exposure to these toxins
- Enhances the public image of healthcare focus on health, wellness, and well being
- Engages employees, volunteers, and physicians in green activities and supports reapplication of the recycling learning into their daily living routines
- Enhance the building of partnerships with the stakeholders including local, state, and national associates.
COMMUNITY COLLABORATION:

- The School District of Lee County
- State of Florida, Department of Agriculture
- Impact Initiative
- City of Cape Coral
- Auxiliary & Volunteers
- American Heart Association
- LMHS Rehabilitation Department
- Lee Memorial Health System
- Local & State dignitaries
- Ada’s Natural Market
Obesity Trends Among U.S. Adults

1990
• 10 states with prevalence of obesity > 10%
• No states with prevalence of obesity = or > 15%

2011
• One state with prevalence of obesity < 20%
• 10 states with prevalence of obesity 20% - 24%
• 27 states with prevalence of obesity 25% - 30%
• 12 states with prevalence of obesity > 30%

...Community Health and Wellness...
Lee Memorial Health System
Cape Coral Hospital

Pathway to Discovery

Connecting with nature; creating an Optimal Healing Environment

**Wellness Education Park**
The circular pathways in this butterfly garden delight preschool children and adults alike, and the clinical integration of physical therapy tools enhances patient’s rehabilitation sessions.

**Healing Garden**
Native plants and trees, a water feature and other soothing elements encourage the hospital visitor to relax and unwind in this garden adjacent to the Women’s Care and Birthing Suites entrance.

**Pedestrian Connections**
Brick walkways connect the key areas of our pathway and are available for sponsorship. They represent connectivity with our community.

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The pond includes a lit fountain and will be surrounded by native shade trees, seating areas for visitors who want to relax, as well as exercise stations for those on the go.

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LEE MEMORIAL HEALTH SYSTEM
Caring People, Caring for People
Rallying Your Team Towards Excellence

Not about perfection...it’s a journey and it’s in your hands!
Are you Ready to Make a Change?

GAME ON!