



# MEDICAL COLLEGE OF WISCONSIN

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Hub for Collaborative Medicine



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project completion date: December 2017

square footage: 322,300

location: Milwaukee, WI









# Knowledge changing lives

The Medical College of Wisconsin (MCW) understands that every life-changing discovery begins with new knowledge. Their mission is rooted in a commitment to foster a healthier

community for the region's growing, diverse population through advanced, team-based care. Faced with a need for a new home to accommodate their rapidly growing institution, MCW sought a design team who could help transform their culture by increasing connections among peers, medical teams, students, and leadership.





To accelerate and improve knowledge sharing through information gathering and building personal relationships

To accomplish this vision of bringing students, faculty, staff, and visitors together, the creation of “collision” points was identified as a way to

achieve unplanned and spontaneous interactions. By providing flexible, personalized workplace settings, stitched together by common circulation paths with shared resources at key intersections, the MCW sense of community would be reinvented, connecting in unexpected ways.





PROJECT GOAL

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Create a world-class building to support breakthroughs in medical research, outstanding physician education, and improved patient outcomes



GUIDING PRINCIPLES

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ELEVATE IDENTITY AND DEMONSTRATE VALUES

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Assert a leadership role in producing the future of health. Showcase innovation in healthcare education and discovery while promoting a commitment to excellence.

ENHANCE CULTURE AND WORK ENVIRONMENT

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Evolve an individual's way of thinking and behaving to drive a culture of collaboration and interdisciplinary interaction that is uniquely MCW's.

CREATE A COHESIVE CAMPUS COMMUNITY

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Design a sense of place that promotes, encourages, and activates an integrated and invigorated workplace focused on accomplishment.

FACILITATE SUCCESSFUL EVOLUTION

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Transition to a new way of operating in a workplace that highlights personalization and collaboration in ways that haven't been explored in the past.

MCW PARTNERSHIPS

1. Medical College of Wisconsin

a. Health Research Center (HRC)

b. Medical Education Building (MEB)

c. The Hub for Collaborative Medicine

d. Daniel M. Soref Imaging Research Facility

e. MACC Fund Research Center

f. Basic Science Building (BSB)

g. Translational and Biomedical Research Center (TBRC)
2. Blood Center Research Institute

3. Children's Research Institute

4. Children's Clinics

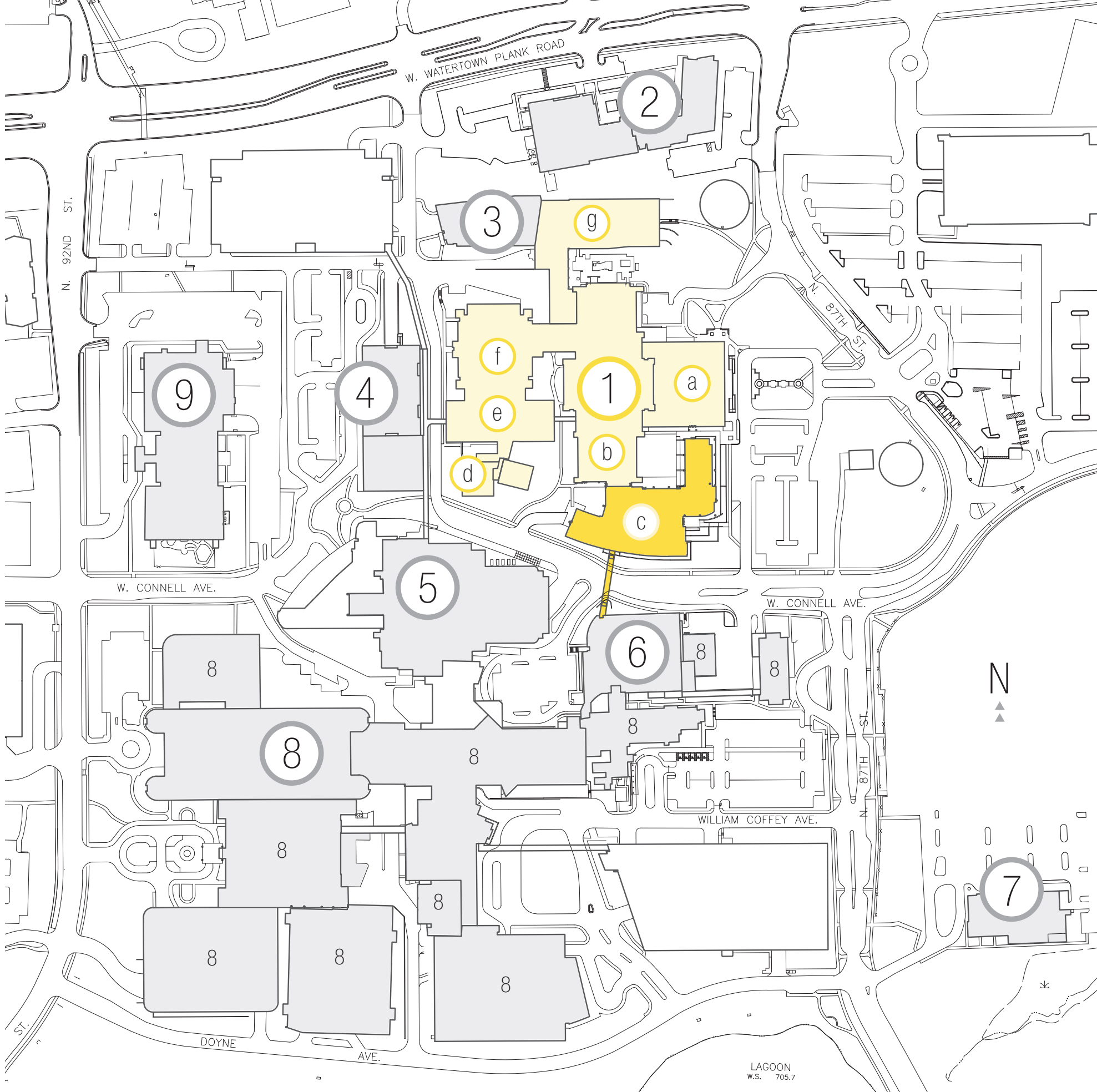
5. Wisconsin Children's Hospital

6. Wisconsin Diagnostic Laboratories

7. Froedtert Sargeant Health Center

8. Froedtert Hospital

9. Curative Care Network







# workplace strategy



## UNDERSTANDING THE USER AUDIENCE AND BUILDING TRUST

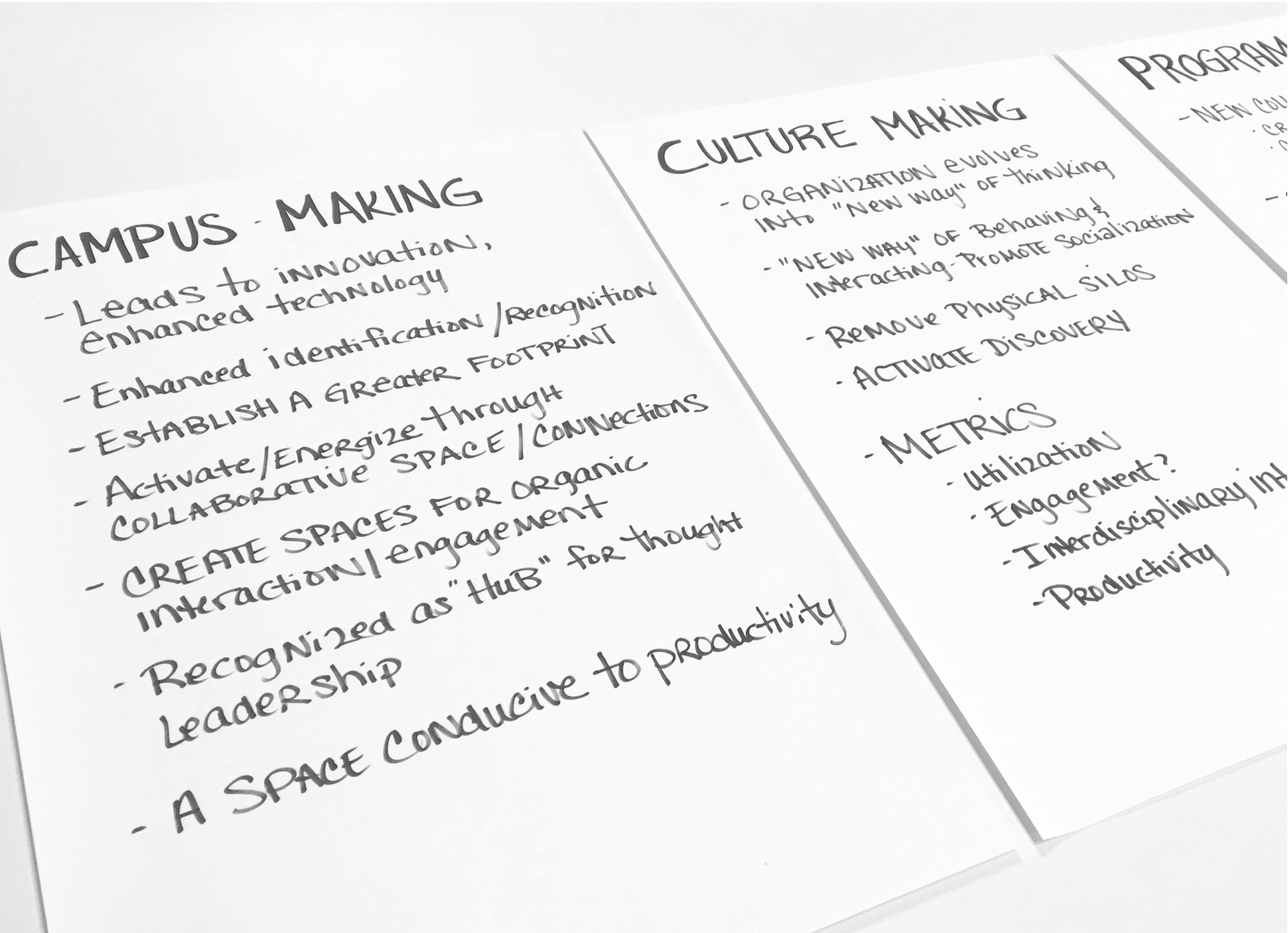
Flad's architectural philosophy is centered around people. Our approach to workplace strategy focuses on creating the right mix of spaces through a deep understanding of our client's mission, values, and culture, as well as the specific

goals and needs of the individuals who will use the space. Our team leverages proven methods for delivery, but focuses on establishing strategies that support and align with the client's work. By asking the right questions, listening to

MCW's aspirations, and documenting the types and methods of work currently being performed and future work styles and tasks, we were able to gather the most comprehensive set of requirements on which to make informed decisions.







The visioning process revealed the need to balance spaces throughout the building — those for deep thinking, reflection, and regeneration — with others designed to promote informal collaboration and team interaction. It also identified an increased need to support on-the-job mobility and access to colleagues. These qualities

informed the need for modularity of enclosed, private workspaces and meeting spaces, transparency, minimizing barriers, and consideration for the scale of open to closed space ratios.

**Stakeholder engagement outputs**

**1 IDENTITY, BRAND, VALUES**

- A healthier future starts here
- Innovation
- Thought leadership
- Next-world thinking
- Intergenerational focus
- Community engagement
- Health sciences university

**2 CAMPUS MAKING**

- Strengthen MCW presence
- Emphasize connections
- Signature campus
- Beautiful building
- One roof
- MRMC relationships

**3 PROGRAM**

- Workplace of choice
- Flexibility to adapt in all settings
- Team learning
- People want to be in the space
- Recruitment is vitalized and enhanced
- Total enterprise focus

**4 CULTURE MAKING**

- Transformation crosses all missions
- Celebrate interprofessional education
- Science education and healthcare on display
- Culture is visible
- Faculty/student interactions
- Activate innovation and connections

**STRATEGIC IMPERATIVES**

EMPHASIZE / ACTIVATE CONNECTIONS

DRIVE INNOVATION

PROMOTE COMMUNITY ENGAGEMENT

PEOPLE WANT TO BE IN THE SPACE

EVOLVE INTO A HEALTH SCIENCES UNIVERSITY

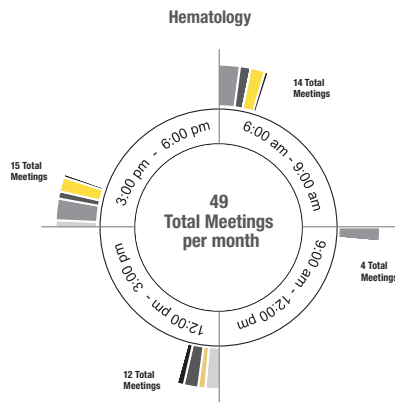
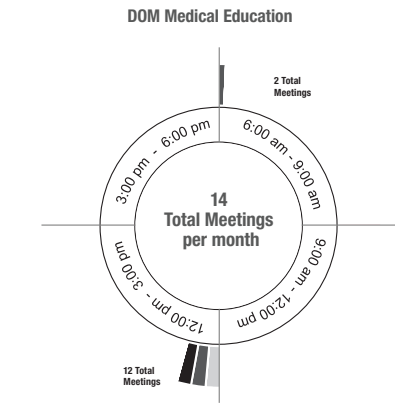
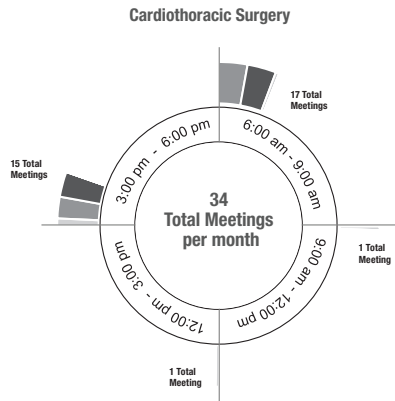
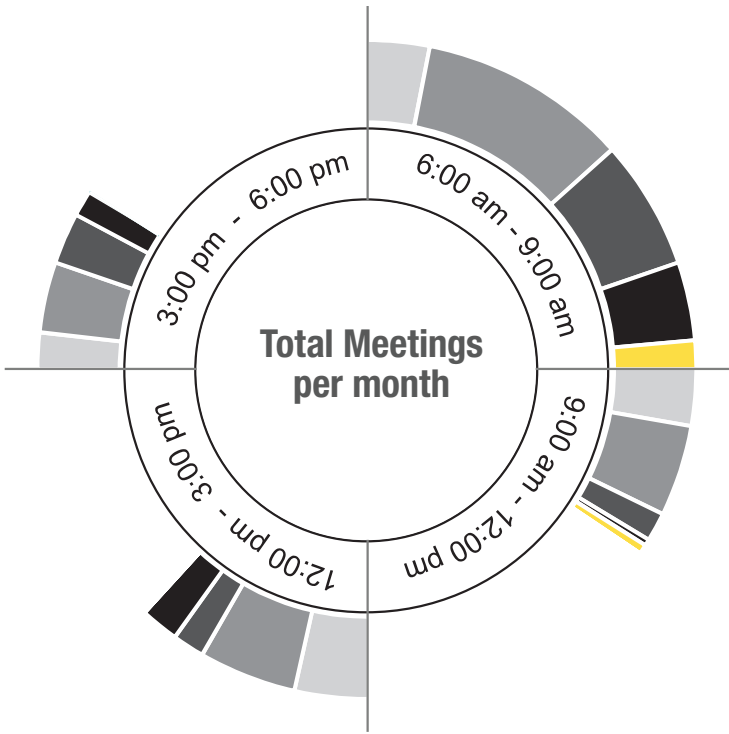


FORMAL COLLABORATION

An essential part of the design process was distilling large pools of data into a design direction endorsed by the many, highly diverse stakeholders. The process uncovered the need for multiple meeting rooms, in a variety of locations, that were rich in technology, with recording and video capabilities that could connect to hospital systems. Detailed analyses of each department and MCW at the system level shaped a design that encourages rapid knowledge sharing and real-time discoveries.

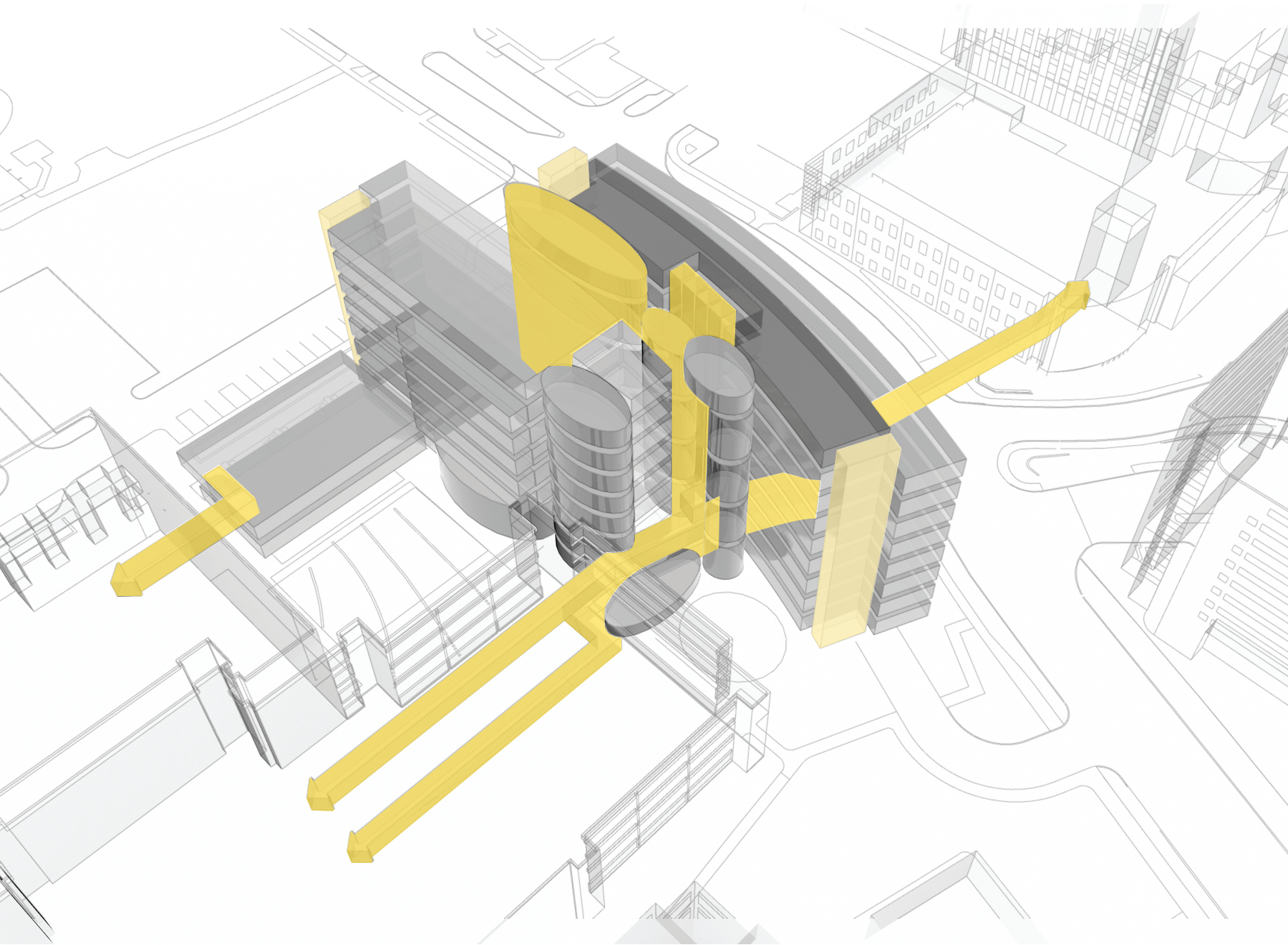
Meeting times and attendance per month

- 0-6 People
- 7-15 People
- 16-25 People
- 26-40 People
- 41-76 People



VISUALIZATION TOOLS

Throughout the design process, Flad's team utilized a comprehensive set of visualization tools to communicate schematics, site plans, program details, and interior finishes.



3D program diagram



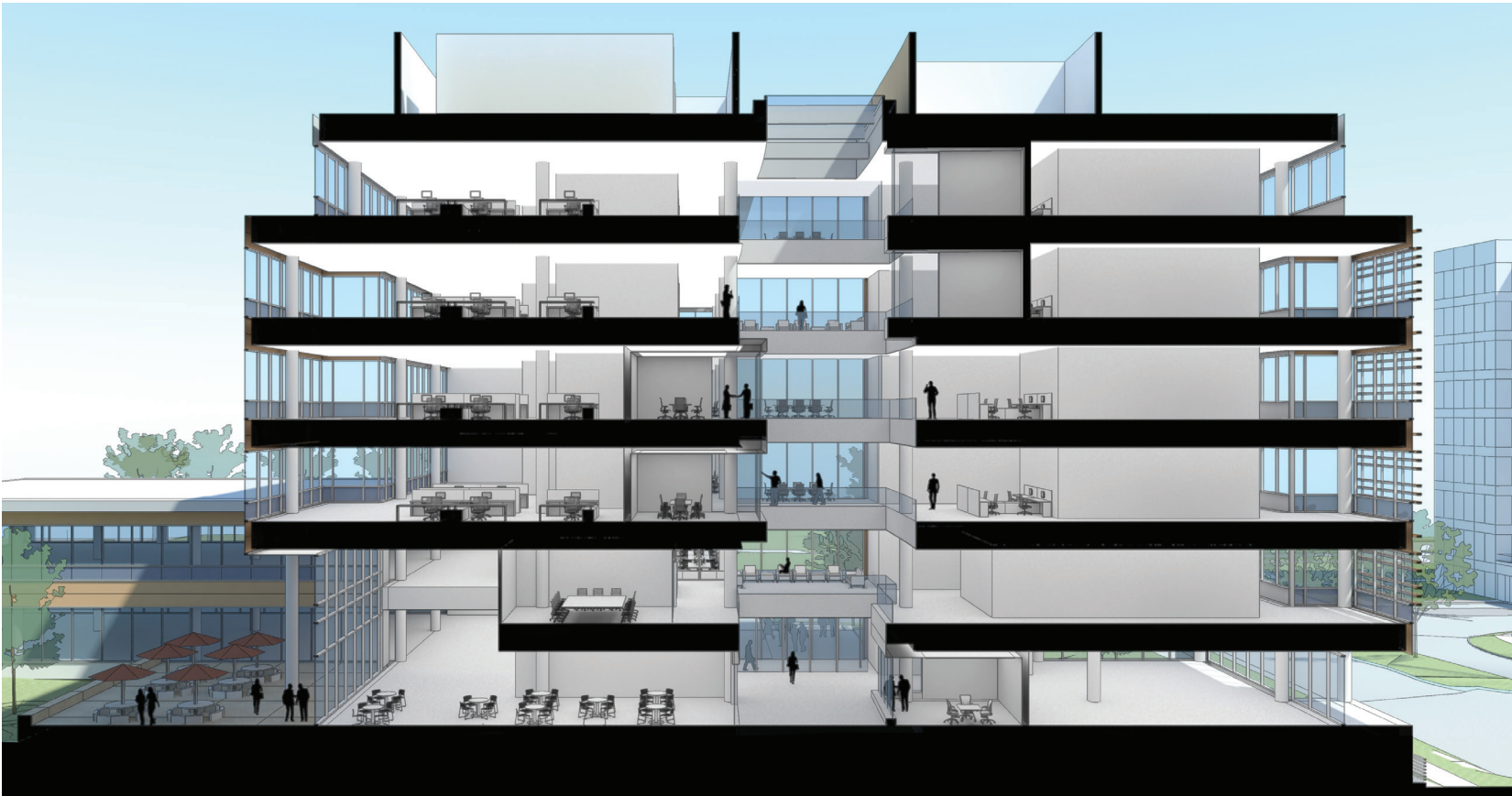
- 1. South Aerial
- 2. East Section
- 3. Perspective, First Level
- 4. Perspective, Second Level



1



3



2



4





## REACHING CONSENSUS

Broad communication, early and often, is key. Keeping parties apprised of new information, roadblocks, deadlines, and decisions was crucial to staying on schedule and within budget. A structured, but flexible, decision matrix was used among stakeholders with multiple goals, allowing the project team and partners

to track changes real-time and align decisions to the agreed direction. Centralized, comprehensive communications plan, co-created and co-owned with the MCW Communications team, helped generate enthusiasm for the project as it moved forward and kept people engaged throughout the process. Utilizing

digital, print, and in-person events, such as live town halls and faculty council meetings to deliver updates ensured that information about The Hub's progress was readily available to everyone through familiar channels.



FACILITATING AN ORGANIZATIONAL  
CULTURE SHIFT

Evolving an organization's culture requires strong leadership and proactive communication. We worked with MCW to establish a process that created shared ownership among future occupants of The Hub by by engaging them to actively shape their new space. Through this process, individuals were able to see how the architecture could create benefits and lead to cultural changes that would help them achieve their goals. The inclusive nature of the process and its implementation helped shape the design of The Hub and eased the physical and cultural transition for the faculty and staff at the college.

The idea of moving out of offices adjacent to clinics and into a new building farther away was not initially a popular one. However, campus leadership saw considerable benefits in expanding clinical space system-wide and agreed that centralizing departments into The Hub would break down barriers to foster discoveries more quickly. This new home would allow highly connected groups, formal and informal gathering spaces, and critical social spaces they were lacking campus-wide.



4,725

Approximate number of staff who  
pass through the bridge daily

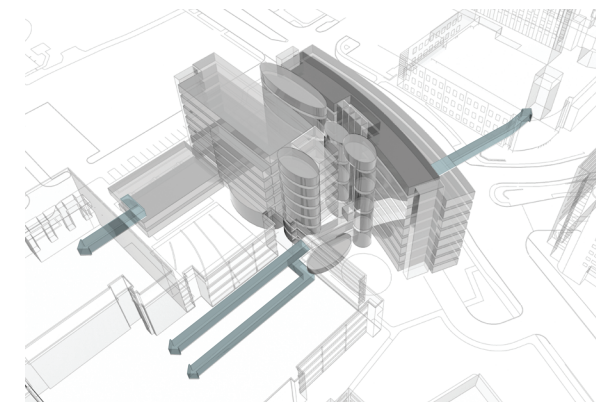
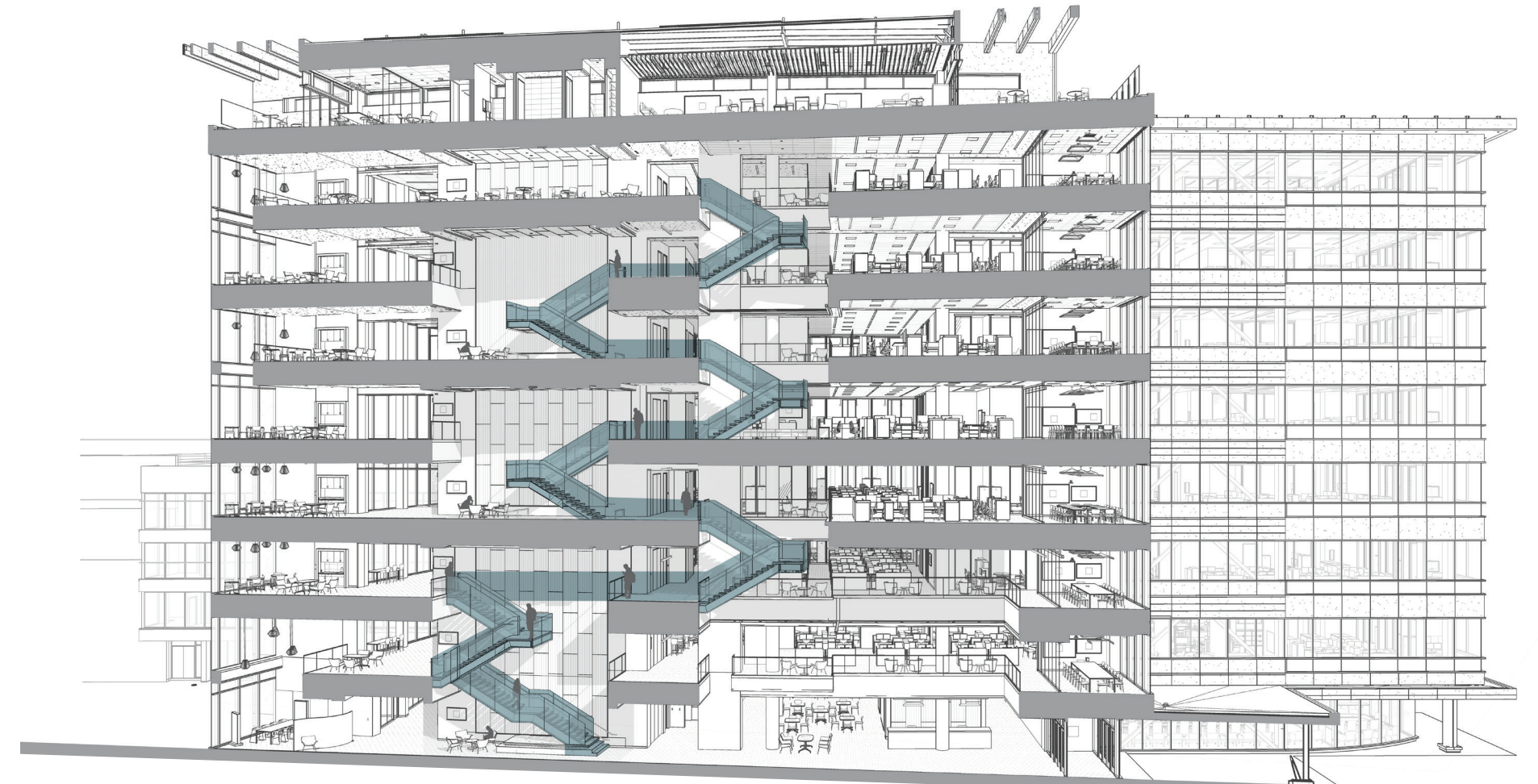








## creating a connected culture

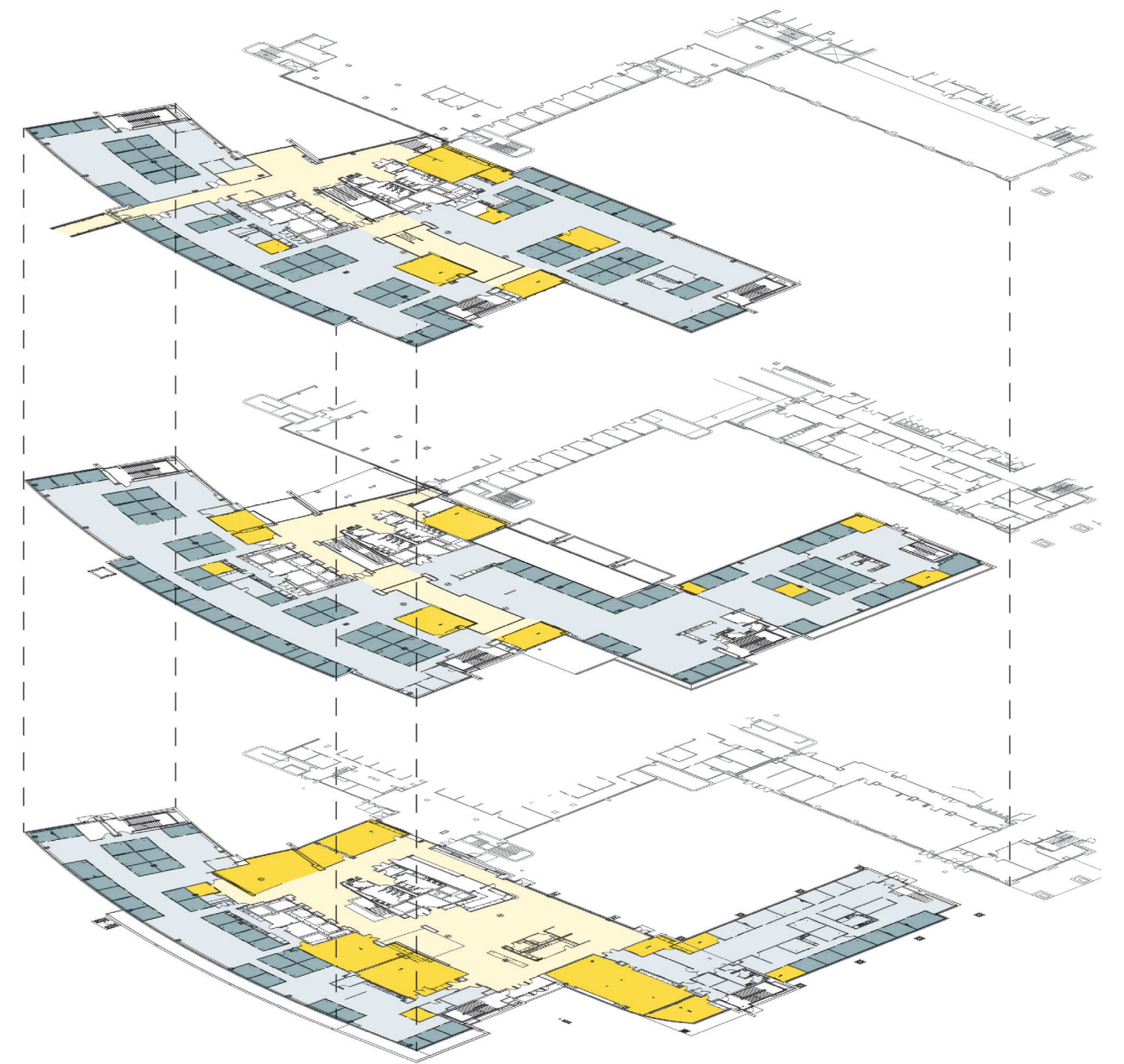


### ARCHITECTURE AS A DRIVER FOR INTEGRATED, INTERDISCIPLINARY COLLABORATION

Centrally located between MCW's research and academic facilities to the north and the MRMC clinical facilities to the south, the Hub is a figurative and literal bridge, connecting the medical school and its hospital partners. The Hub is physically connected to the existing Medical Education and Health Research Center buildings at multiple levels and connected to the Wisconsin Diagnostic Laboratory Building and Froedtert Hospital,

across the street, via an elevated skybridge. Various pathways provide convenient access to shared amenities and resources for both The Hub's residents and those located in surrounding buildings. Within the Hub, eye-catching communication stairs that break out of the vertical frame provide more ample space for impromptu, informal social and work conversation.





- Private Office
- Open Office
- Meeting Space
- Circulation

Visual and physical integration strategies help build community. Transparent, adjacent neighborhoods create connections that transcend floors and walls, while smaller scale work neighborhoods of 12-18 people help

promote a sense of belonging and privacy. Open work areas integrated within the layout of offices and meeting rooms enable seamless contact and communication among leaders and staff. Abundant use of glass and

access to daylight creates a feeling of openness and promotes productivity, while retaining privacy for focused work. Meeting spaces also have the option to drop shades if additional privacy is required.





*Extended ceiling heights, integration of interior and exterior transparency, and a modular glass wall system allow light and lines of sight through interior spaces and out toward downtown, connecting MCW to the broader Milwaukee community.*





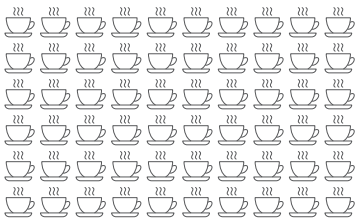
SOCIAL SPACES

A modern, lively, and engaging café, which includes an espresso bar and outdoor dining, attracts people from all over campus. With food and coffee quality greatly improved, café sales have steadily increased since The Hub opened. Bringing people together for casual interactions in a more social setting has enhanced close working relationships and sparked new ones.

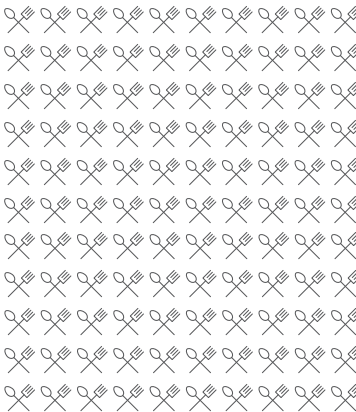


Average sales per day

60  
☕ = 1 cups of coffee



110  
🍴 = 1 meals



The Hub environment broadens the definition of teamwork at MCW, capitalizing on the organization's diversity of roles, departments, and generations, driving greater potential for successful outcomes.







*Collaboration spaces, campus amenities, and hoteling hot spots are positioned at the intersections of primary circulation paths, increasing informal connectivity. Technical and social clusters integrate health science work with daily activities.*

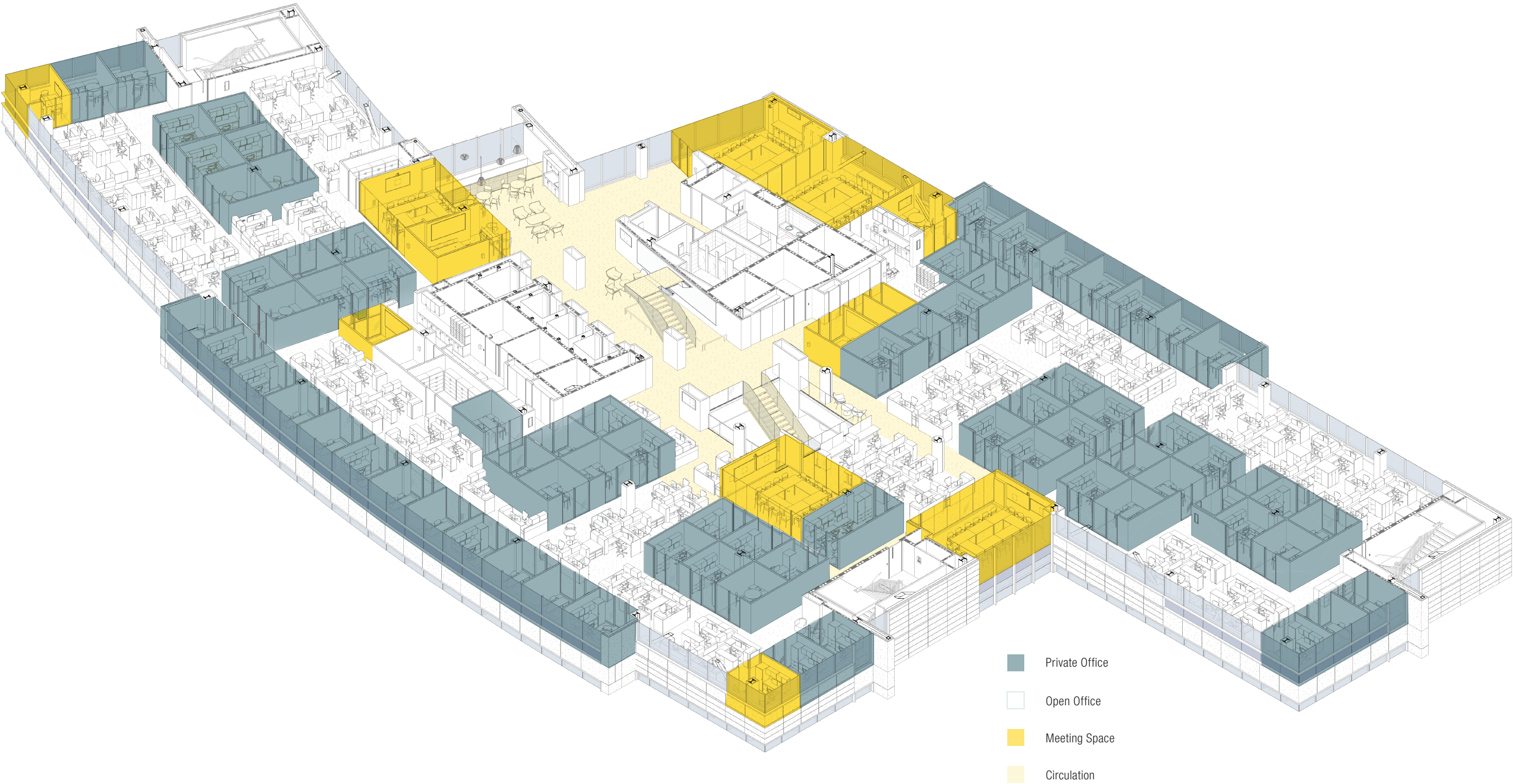




A BALANCED COMMUNITY

The Hub's overall design was based on a continuum, placing private, quiet work spaces at the outer edges of the building and gradually introducing more open, interactive public spaces near centralized, high-traffic circulation areas. Designers specified highly absorptive ceilings; high partitions; and a building-wide, sound-masking system for acoustical separations between active and quiet zones.

Meeting rooms located on major circulation routes activate the internal portion of the building and help people quickly and easily identify their meeting space or group. This design flow respects individual needs by providing appropriate acoustical and visual privacies, while promoting a sense of community. The neighborhood concept was pivotal in easing staff transition from enclosed work spaces to a more open environment.



- Private Office
- Open Office
- Meeting Space
- Circulation



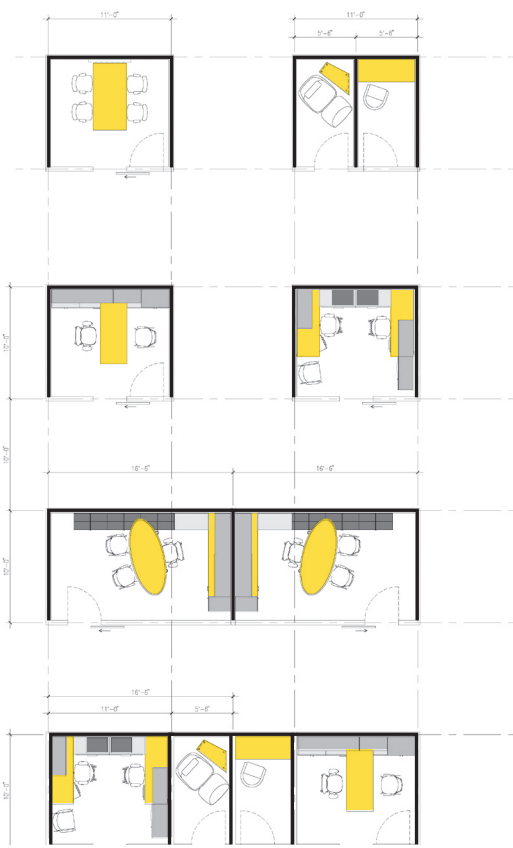
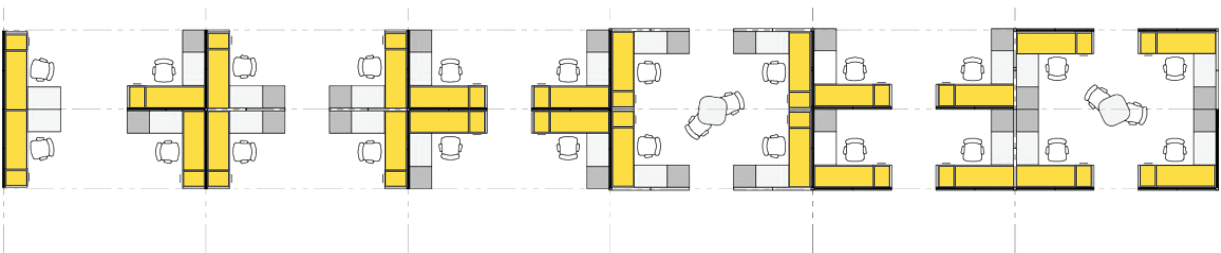
A TAILORED WORKPLACE

The Hub's layout balances the need for standardization with flexibility; the design process empowered departments and individuals to customize their workspaces to meet specific work styles. Each department was allotted space as 40 percent enclosed and 60 percent open, and each group had decision-making power about those allotments. This process allowed groups to think differently about how sub-groups and smaller teams actually work. Many teams decided on smaller individual work areas, but colocated with key individuals that work together frequently, fostering improved communications.

*The Hub's design integrates more than 150 touch-down workspaces, allowing visiting staff, researchers, and students to collaborate with colleagues.*







A 10' x 11' module system throughout the building allows MCW to flex spaces as the organization changes. Each 110-square-foot space can accommodate one, two, or four people depending on a team's needs, and simple furniture

changes will reconfigure these spaces to accommodate small meetings, team huddles, multiperson offices, or single private offices.





*The warmth of wood ties to key circulation areas and unique social spaces, while the use of vibrant blue highlights primary circulation and larger collaborative areas. The colors grade to museum white near private, focused work areas; reinforcing social cues related to behavior and activity.*

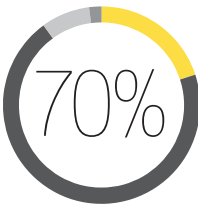




# ADDRESSING INDIVIDUAL, DEPARTMENTAL, AND INSTITUTIONAL NEEDS



of meetings held are hosted by primary Hub occupants



of meetings are hosted by clinical departments or divisions

- 70% Clinical
- 20% Non-Clinical
- 8% Medical Education
- 2% Community

Our team discovered that meeting space had previously been difficult to come by in the clinical area, so it became a high priority to incorporate ample, functionally appropriate, and visible

meeting spaces throughout The Hub. The data gathering process allowed us to pinpoint the number, location, and special needs for meeting spaces that are now conveniently booked online.

49

reservable conference rooms



27 16-25 seats · 18 7-15 seats · 3 26-40 seats · 1 41-76 seats







Integration of technology platforms was essential in many of the meeting spaces. Large meeting rooms needed to integrate video conferencing and recording capabilities. Other meeting rooms needed

to accommodate technologies from the clinical side, such as radiology and imaging, as well as integrate the MCW and Froedtert computer systems.



strengthening performance



#### ATTRACTING AND RETAINING OUTSTANDING PEOPLE

The Hub was designed as a recruitment and retention tool, an energizing, flexible environment that inspires people to enjoy their work. The use of visual connection

heightens the sense of belonging to a central purpose that is larger than one person or department and helps individuals stay connected to the overall institution.



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*As a destination for prospective students, faculty, and donors, The Hub publicly demonstrates MCW's commitment to excellence and innovation in medical education, research, and care.*



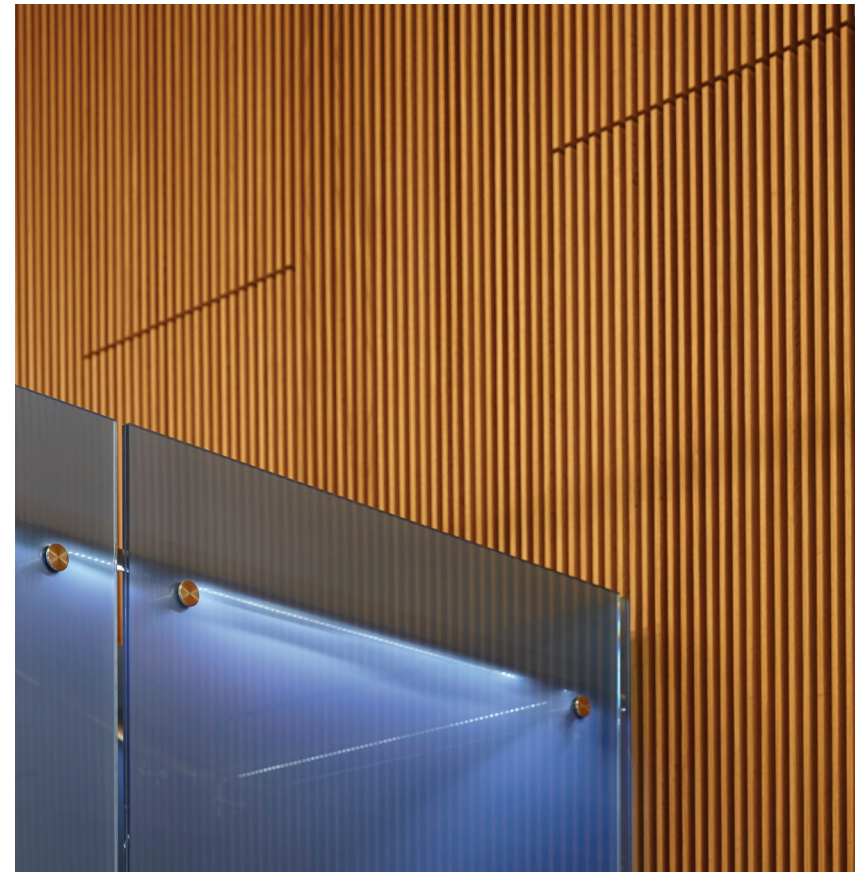


A PLEASING AND ADAPTABLE ENVIRONMENT

Our environments impact our mood and motivation, encouraging us to spend more time in the places we enjoy. Part of the design strategy for The Hub was to create a place people found highly desirable, while fostering health and well-being through the selection of warm materials and an abundance of natural light.







*Feature design elements were artfully crafted to accent the space and remain timeless. Placed at activation points, showpiece elements aid wayfinding with visual cues, reflecting the intended use of each space.*



REDUCING THE INNOVATION CYCLE AND INCREASING EFFICIENCY

The Hub was planned to orchestrate chance interactions and discussions as individuals travel through common spaces like the café, elevators, and stairways. Through both formal and informal ways, The Hub's design promotes integration among faculty, staff, students, and clinicians — critical to accelerating knowledge sharing and innovation. The Hub helps drive medical advancements by fostering the cross-pollination of ideas and on-the-spot problem-solving.





design advancing the mission



#### IMPROVING PATIENT EXPERIENCE BY SUPPORTING CLINICAL GROWTH

MCW, in partnership with Froedtert Hospital, has been working strategically to enhance patient access and care delivery on the MRMC campus. The Hub was a key piece in activating this vision, by consolidating faculty and

staff previously scattered throughout multiple Froedtert-owned patient care facilities in one new MCW facility, thereby enabling existing space to be repurposed for new and improved patient-care space. During the design

process, it was essential to consider how The Hub would integrate with, and support, the expansion of clinical spaces at Froedtert, MCW's clinical delivery partner.





To ensure a successful outcome, it was essential that the Flad team understand Froedtert's long-term ambulatory master plan. Ultimately, the team was able to help MCW and Froedtert optimize use of space campus-wide. Clearly recording and communicating design ideas and solutions with Froedtert supported the cultural shift in parallel with the physical change.



By defining the workplace needs required in the repurposed patient care areas in parallel with The Hub planning and design, Flad was able to help MCW make decisions on the right types of spaces for the right locations.

A common recurring request was for huddle spaces and touchdown workspaces within the clinical areas so teams could quickly debrief, assess patient needs, or answer emails and respond to messages without needing to go to their office in The Hub.







## DESIGNING FOR THE FUTURE

Flad helped transition from MCW's current state needs to their long-term strategic vision, designing The Hub as a flexible investment that would meet the rapidly changing academic medical center environment. In the program validation phase, it became clear that MCW was growing much faster than anticipated. The team helped MCW accurately reassess their new growth needs and adapt the design midstream. Conceptually, the building design always planned for vertical growth, but the team's analysis revealed an immediate benefit to implementing a multi-floor expansion with the initial construction. This discovery enabled MCW to move additional groups into The Hub on an earlier timeline.



The reassessment of immediate growth needs resulted in the addition of two floors. This presented an opportunity to provide multipurpose ninth-floor space to accommodate various events, conferences, team gatherings, and departmental meetings. It also houses amenities for faculty and staff and can be used to entertain donors and future talent.



*The ninth floor contains the most popular meeting spaces in The Hub. Designed to adapt based on MCW's different space needs, the ninth floor features a variety of private meeting spaces and a lounge.*





The Hub encourages a new approach to the workday for faculty based there, to the care for patients in Froedtert's clinical facilities and to the teaching and research performed in MCW's existing facilities. Recognizing their mobility, the environment supports employees with the correct work and amenity spaces needed. Students are also learning more through direct observation and informal interactions, as faculty have become more visible working and collaborating in open or semi-private spaces.

The Hub is truly challenging everyone at MCW to think differently about the future of medicine.





# recognition

MCW

Dr. John Raymond, Sr., MD, President & CEO  
Dr. Joseph Kerschner, MD, Provost & Executive Vice President & Dean,  
School of Medicine  
Dr. Daniel DeBehnke, MD, former CEO, Medical College Physicians  
Dr. John Schreiber, MD, MPH, CEO Medical College Physicians  
Christopher Kops, Executive Vice President & COO  
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Mara Lord, Vice President and Chief Communications Officer  
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Pam Stanick, Controller  
Mike Stanislaus, former Director of Planning, Design and Construction  
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Marty Van Hoof, Facilities Project Manager  
Brian Unser, Facilities Planner  
Bonnie Bregantini, Senior Administrative Assistant  
Heather Tate, Internal Engagement & Communications Manager  
Scott Belanger, former Senior Internal Consultant

*Special thanks to all the Department and Division Chairs  
and Administrators too numerous to mention*

MCW Partners

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Patrick Condron, Project Executive, The Concord Group  
Tiffany Pierce Evans, Senior Project Executive, The Concord Group



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Cade Christiansen  
Bradley Hughes  
Janet Diercks  
Yoana Taseva  
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Consultants

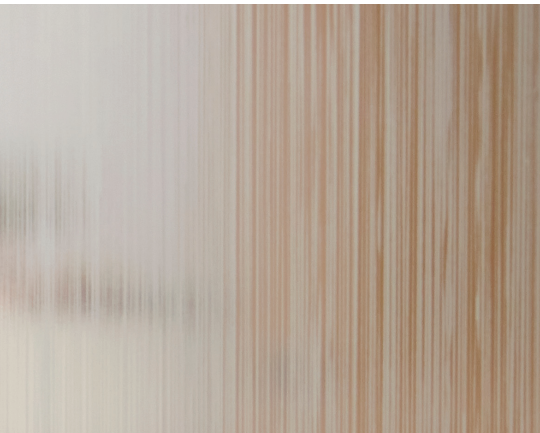
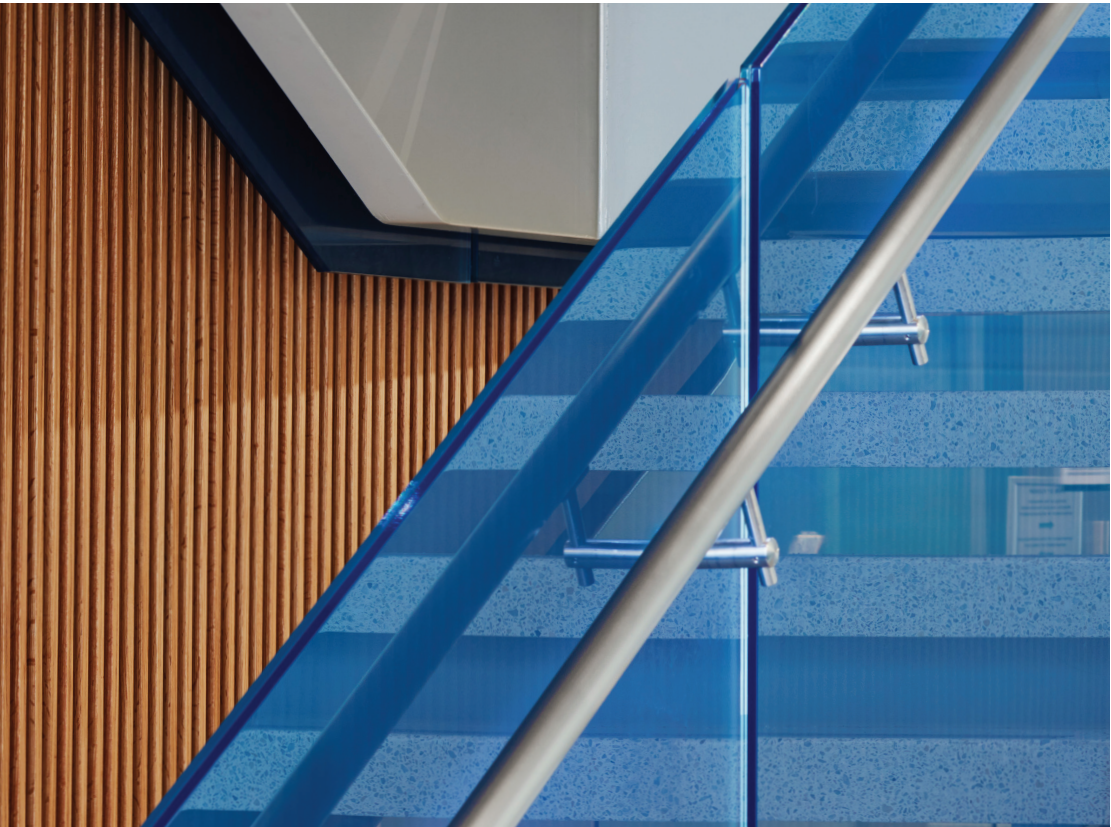
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GRAEF  
Waveguide LLC  
Stewart Design Associates, Inc.  
Studio 08 Consultants

Construction Manager

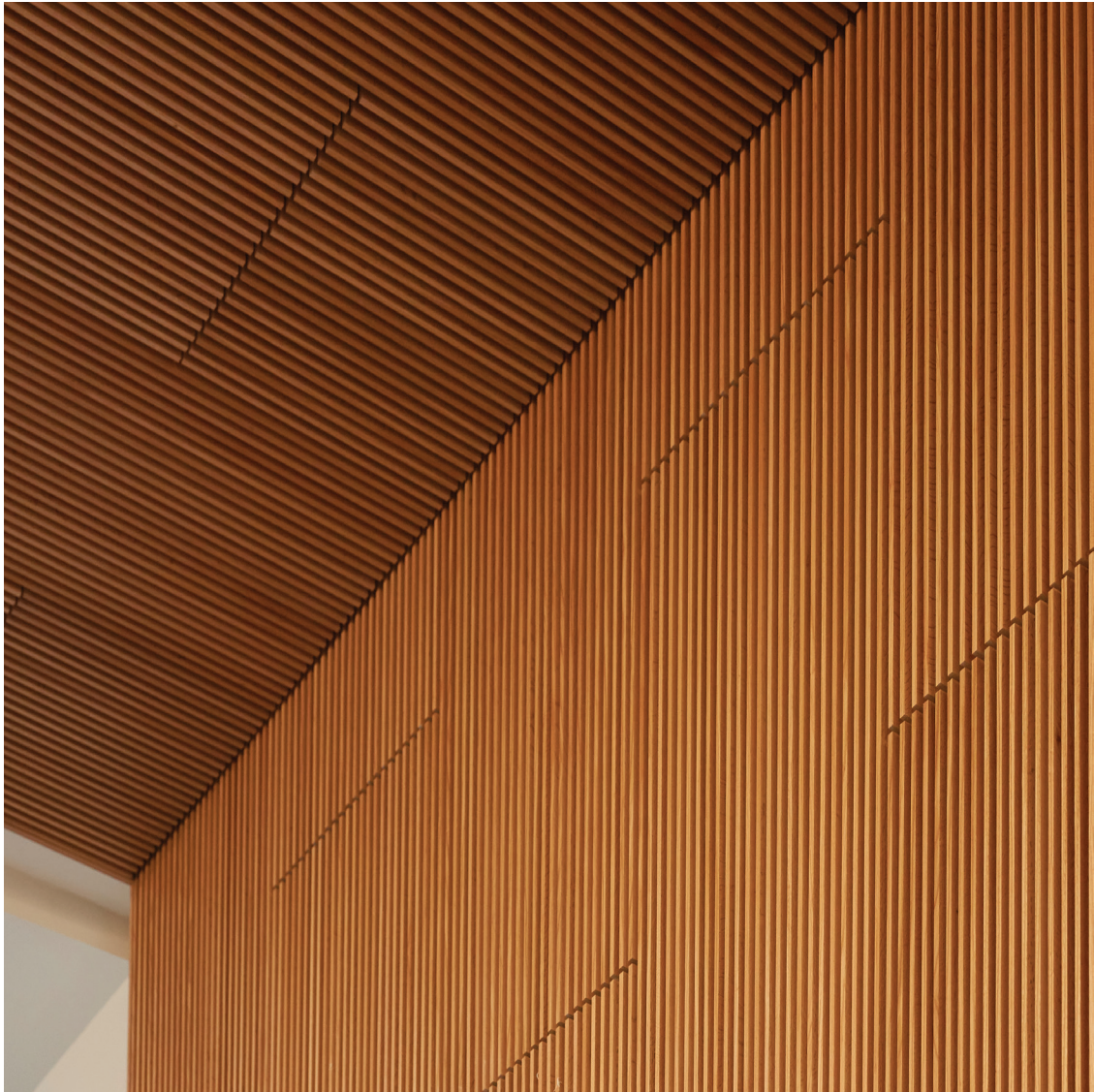
CG Schmidt, Inc.

Awarded

Top Projects of 2017  
The Daily Reporter  
Milwaukee, Wisconsin







Medical College of Wisconsin  
Hub for Collaborative Medicine

Flad