



McKESSON

Everything you need to know
before embarking on an
office remodel or expansion

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PREFACE

Everything you need to know before embarking on an office remodel or expansion

In the healthcare industry, the need to expand and redesign your medical office setup is usually a sign that your business is doing well. But getting bigger through remodeling can be fraught with potential difficulties for the uninitiated or unprepared.

On the front end, there's the planning required for a medical office design setup. You have to develop a realistic timeline for everything from construction to delivery of furniture and supplies.

Then there's the question of how to keep the project moving all the way through to completion: What will you do if there are unforeseen backorders or a subcontractor hits a snag that slows your schedule? What happens if a permit you thought you had didn't come through as expected?

Here, we'll take a look at a number of common challenges healthcare organizations encounter when they try to remodel or expand, and provide guidance around proven solutions.

While growing a practice of any size is a lot more complicated than maintaining the status quo, the rewards that come with evolving are usually worth it — and well within reach if you know where to start.



CHAPTER 01

Expand and deliver: Reasons to go

Any discussion around building in healthcare — whether it's a remodel or a project involving entirely new construction — must begin with the various reasons you might decide to expand in the first place.

Top among them, of course, are the financial implications, including the fact that gains from bolstering infrastructure lead to improvements in economies of scale.

Likewise, most practices grow only once they determine that doing so is the best

way to help their patients. Some choose to build so they can diversify their services, while others get bigger merely to meet demand.

A small practice in a rural setting might calculate that changing the workflow in its exam rooms would allow it to increase the number of patients it sees, with minimal additional work for its physicians.

A large hospital might build a wing for a new specialty in order to differentiate its offerings from those of its competitors.

7 reasons to remodel, expand or build a new medical office



To replace outdated furniture, décor and/or equipment



To improve provider efficiency or reduce operational costs



To add space/increase patient volume



To establish onsite lab and point-of-care testing capabilities



To improve patient access/safety



To offer new healthcare services



To renovate or build in a better location

Whatever the driving forces are, it's important to understand that what works for one organization may not translate to success for another. Before you do anything else, be sure that your decision to renovate or expand is based on what's best for your practice.



CHAPTER 02

Prepare for success: Anticipate the challenges

If you've decided to push ahead, the next step usually involves substantial pre-planning.

"One of the biggest issues we often see involves the timing and coordination," says Jeff Juarez, clinic setup services program manager with McKesson Medical-Surgical.


There are so many "moving pieces," he notes, "and so many different vendors bringing product in — everyone is working against the clock and depending on everyone else to do the same."

With that in mind, Juarez recommends assigning someone within your organization to act as the lead for the project.

"That way, when questions come up, the vendor or the service you're working with knows who to talk to in order to get answers," he says. "They're not left wondering who's in charge every time they face a new problem."

Similarly, Juarez suggests that practice managers make a list of every possible project "pain point" that might arise and map out what can be done to avoid them.

When it comes to scheduling deliveries, for example, does your project depend on everything arriving at once? If you need medical supplies, can they be delivered along with other equipment, or can they arrive separately? On delivery days, who will be on site to work with the team that's unloading the trucks? Will those workers need to pass through a security gate? What if there's a narrow hallway where the equipment may not fit?

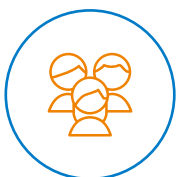


"One of the biggest issues we often see involves the timing and coordination,"

JEFF JUAREZ, CLINIC SETUP SERVICES PROGRAM
MANAGER, MCKESSON MEDICAL-SURGICAL

Challenges: 5 areas to focus on

Stay ahead of potential problems by addressing common pain points in advance of project launch.



BUILD YOUR TEAM

Who are the key participants in the project and what are their individual roles and expectations?



SECURE LICENSES AND PERMITS

Make sure you have a certificate of occupancy prior to the scheduled move-in date. If you'll be stocking the facility with prescription medications, do you have a license from your state's Board of Pharmacy?



ORDERING

To minimize supply chain delays, order equipment and supplies as early as possible.



COMMUNICATION

If you're expanding, make sure that anyone in the facility who may be impacted by the project is aware ahead of time of your plans. How will the expansion impact their workflow? Is there a chance it could impede patient access?



DELIVERY LOGISTICS

Consider what delivery days will look like and anticipate possible bottlenecks. Are there loading docks for delivery trucks? How will you ensure the delivery team can easily access the new space?



"Things come up all the time, and the organizations that thought through everything in advance are the ones that get through them successfully,"

JEFF JUAREZ, CLINIC SETUP SERVICES PROGRAM MANAGER,
MCKESSON MEDICAL-SURGICAL



CHAPTER 03

The dos and don'ts of medical office remodeling

There's a lot of flexibility in what you can do with a remodel or expansion, but it's also best to heed the advice of those who've already gone through the process. Here is a list of "Dos" and "Don'ts" that most agree reflect best practice:

Do...

- **Designate** a project leader who can delegate responsibilities to key team members
- **Develop** a project plan and timeline (but remain flexible and adjust as needed)
- **Establish** a budget and financing plan
- **Submit** orders early and schedule delivery date(s)
- **Factor** in needs for calibration, training and ramp-up time if you're setting up a lab



Don't...

- Make the mistake of doing it on your own; success requires communication and collaboration
- Delay contacting town or city officials about local laws and zoning regulations that may require special permits or licensing
- Develop a plan that can't be adjusted to accommodate unexpected complications
- Forget to implement a communications and marketing plan to announce your updated office and new services and capabilities
- Neglect the project details, such as ADA requirements, facility signage or medical office Wi-Fi needs





CHAPTER 04

From the start: Top priorities

Once you've established the big picture and addressed what you can in the pre-planning stage, you're ready to get the project started. Your biggest priority should be to establish a realistic timeline, according to Suzie Walton, health systems field service manager with McKesson Medical-Surgical.

"We usually ask for a six- to eight-week lead time when we're working with a customer for a setup," Walton notes. "That gives us time to put the [purchase orders] in and get everything ordered from the manufacturers."

Walton says her typical client is a hospital that wants to open a brand-new office building to accommodate multiple specialties; but she's also worked with practices of all sizes and tends to give everyone the same advice.

"The most important thing is to be upfront about expectations so the setup service and the delivery teams you're depending on know exactly what you need and when," she says.

Nailing down a timeline at the beginning, but also understanding that it may need to bend, is especially critical, given the issues industries of all kinds are seeing with their supply chains.

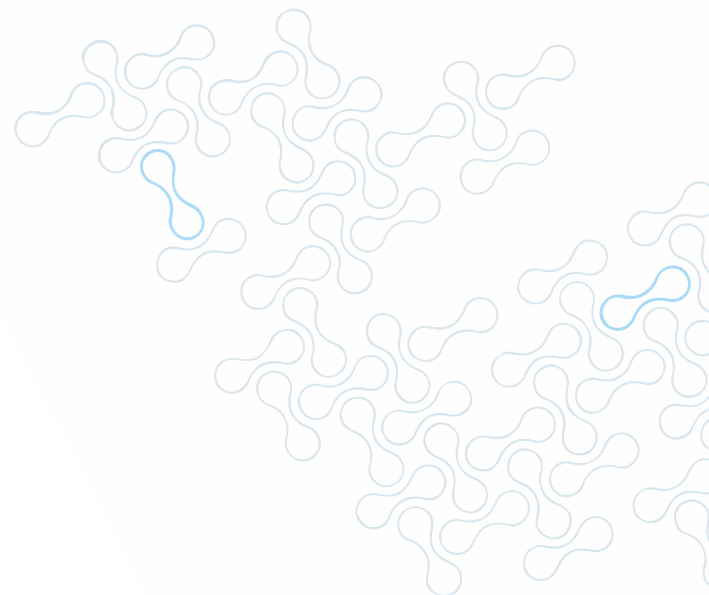
"The pandemic has brought a lot of challenges to the healthcare community, and that's just one of them," Walton says. "It always helps when organizations are flexible, but also get started as early as possible."

Along those same lines, Walton and Juarez agree that practice managers should develop a project plan that covers everything from permits to financing.

If new construction is part of the vision, be sure to consider all the building phases involved, so you can create a schedule that allows the various contractors (framers, electricians, plumbers, etc.) to complete their work on time. And as you're penciling in key delivery dates, ensure that your team has plenty of room to secure the required paperwork for those deliveries.

Finally, Walton says, don't forget that if you're installing a new lab, it may require equipment calibration and additional staff training.

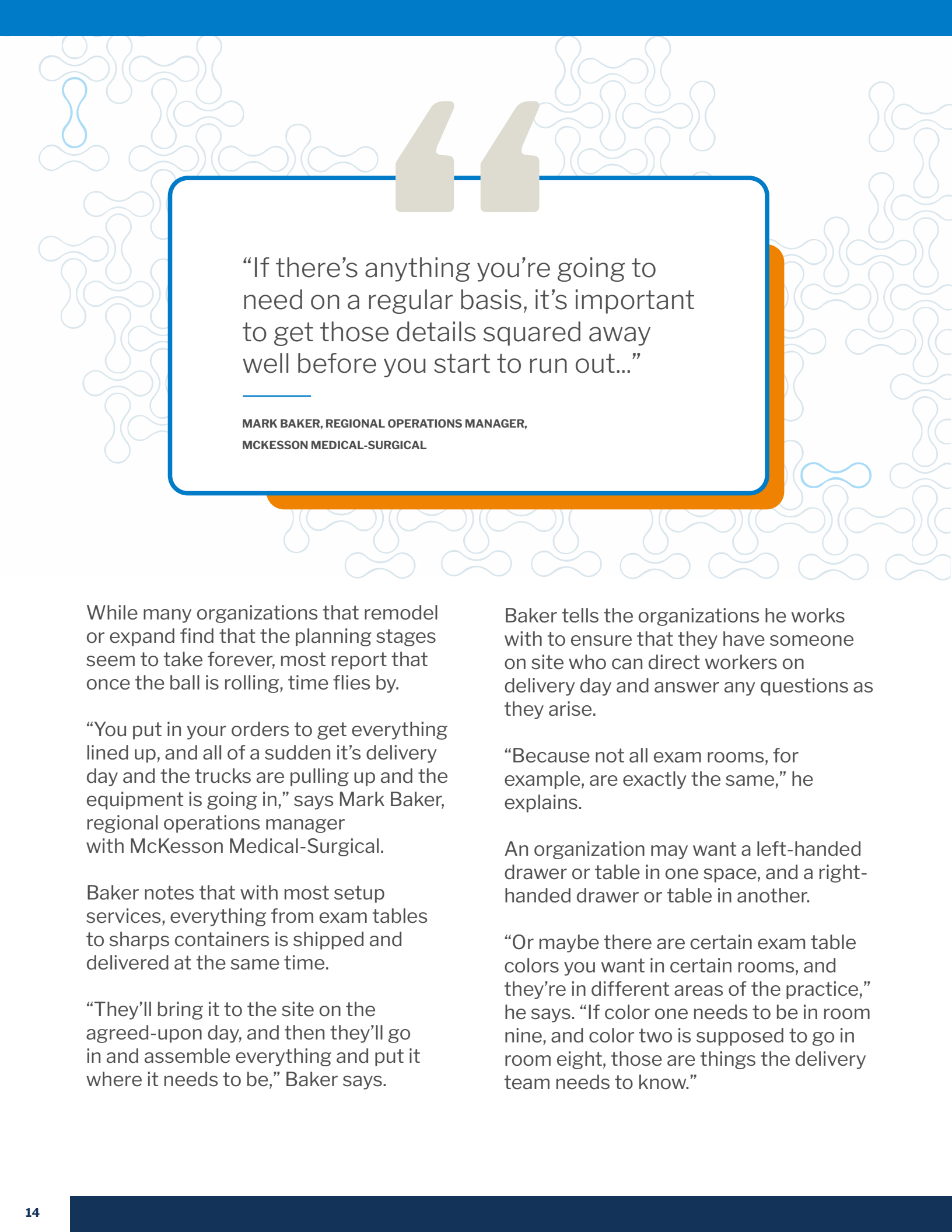
"You'll need to factor that into your schedule as well, knowing that the timing to get that work done may depend on manufacturer availability."





CHAPTER 05

Push to the finish: Completing the job



“If there’s anything you’re going to need on a regular basis, it’s important to get those details squared away well before you start to run out...”

MARK BAKER, REGIONAL OPERATIONS MANAGER,
MCKESSON MEDICAL-SURGICAL

While many organizations that remodel or expand find that the planning stages seem to take forever, most report that once the ball is rolling, time flies by.

“You put in your orders to get everything lined up, and all of a sudden it’s delivery day and the trucks are pulling up and the equipment is going in,” says Mark Baker, regional operations manager with McKesson Medical-Surgical.

Baker notes that with most setup services, everything from exam tables to sharps containers is shipped and delivered at the same time.

“They’ll bring it to the site on the agreed-upon day, and then they’ll go in and assemble everything and put it where it needs to be,” Baker says.

Baker tells the organizations he works with to ensure that they have someone on site who can direct workers on delivery day and answer any questions as they arise.

“Because not all exam rooms, for example, are exactly the same,” he explains.

An organization may want a left-handed drawer or table in one space, and a right-handed drawer or table in another.

“Or maybe there are certain exam table colors you want in certain rooms, and they’re in different areas of the practice,” he says. “If color one needs to be in room nine, and color two is supposed to go in room eight, those are things the delivery team needs to know.”

Anatomy of an exam room

Whether you're remodeling an exam room or building a new one from the ground up, be sure to consider everything you'll need in order to put that space into service.

Also plan for any necessary assembly and for resupplies of consumables.

A LAYOUT

Doors, closets, windows, square footage

B DESIGN

Paint and carpet colors, lighting locations

C INFRASTRUCTURE

Plumbing, electric outlets, heating/cooling



D STORAGE AND WORKSPACE

Cabinets, sinks, exam tables, sharps containers

E FURNITURE AND EQUIPMENT

Stools/chairs, diagnostic equipment



CHAPTER 06

Simplify the process with McKesson
clinic setup services

While some medical offices may have the resources to remodel or expand entirely on their own, Juarez says that, in his experience, organizations like that are few and far between.

“Even those that could pull it off usually decide that it makes more sense to work with a service they know will do it right,” he says. “Their main focus is on providing patient care, not on the logistics of setting up a new facility.”

The organizations that contract with McKesson Medical-Surgical for clinic setup services usually do so either because they’ve worked with McKesson in other capacities or they’ve tried another solution that didn’t meet their expectations.

They realize that setting up an office requires significant coordination and planning, so they bring in the company to help streamline the process and ensure that everything unfolds without a hitch.



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JEFF JUAREZ, CLINIC SETUP SERVICES PROGRAM
MANAGER, MCKESSON MEDICAL-SURGICAL

McKesson distribution by the numbers



45,000+

Medical-surgical
products, equipment
and pharmaceuticals



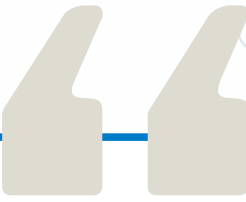
99.9%

Order
accuracy



95%

of the United States
next-day delivery



“It’s all about ensuring everything is taken care of. We want the process to actually seem easy.”

JEFF JUAREZ, CLINIC SETUP SERVICES PROGRAM MANAGER,
MCKESSON MEDICAL-SURGICAL

Our clinic setup services include a product consultation with an experienced account manager, start-to-finish guidance from a designated setup coordinator and help with everything from ordering and scheduling deliveries to product assembly and placement.

We also offer financing for equipment and supplies through a separate service called McKesson Capital.

Above all, Juarez notes, the McKesson team makes it their business to anticipate the customer’s needs.

For more info on renovating or expanding your practice, visit [McKesson clinic setup services](#).

For more info on how you can save money with equipment leasing, visit [McKesson Capital](#).