

Campus Consolidation and Renewal Over a Multi-Year Period

Case Study

Mount Sinai Medical Center / Miami Heart Institute

Miami Beach, Florida

WORK PERFORMED: 2000-2014

SIZE/SCOPE: 2 hospital sites and 24 buildings

ARCHITECT OF RECORD: Cannon Design

CHALLENGE

Cynthia Hayward led the ongoing reconfiguration and renewal of Mount Sinai Medical Center beginning in 2000 when **she prepared an initial master plan for its extensive campus** with 9 interconnected and 10 freestanding buildings bordering Biscayne Bay. The organization's market share was declining and demand for its inpatient beds was at an all-time low. The goal was to develop a strategy to minimize capital investment on the hospital campus. When Mount Sinai Medical Center acquired the Miami Heart Institute in 2002, Cynthia developed a clinical service realignment plan to enhance operational efficiency and reduce ongoing capital investment on the two campuses. The **consolidation**



Aerial View of the Mount Sinai Medical Center Campus with New Surgery Tower

Design Firm: Cannon Design

of the two open-heart surgery programs resulted in significant operational savings as well as a stronger market presence. In 2007, she **developed a plan for the physical consolidation of all programs and services** on the Mount Sinai Medical Center campus — including the relocation of all physician offices — so that the Miami Heart Institute buildings and land could be sold. She also programmed all immediate and short-term projects identified in the facility master plan.

OUTCOME

With Cynthia's knowledge of clinical operations and facility planning skills, **she has had a significant impact on the vitality of the Mount Sinai Medical Center campus for almost two decades.** A new visitor entrance was created in 2008 with a "welcome center" to facilitate wayfinding on this complicated campus. The new nine-story Golden Medical Office Building (106,000 GSF) with underground parking was completed in 2015. A 750-space employee parking garage was completed in 2016 which freed-up the existing parking garage for visitors. A major campus modernization and renewal plan included the new seven-story Skolnick Surgical Tower and emergency department expansion which was completed in late 2018.



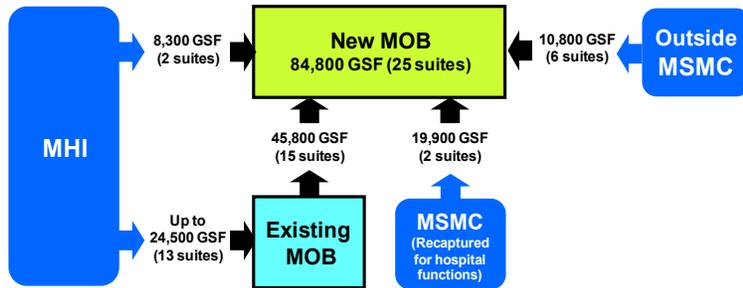
Rendering of New Skolnick Surgical Tower at Mount Sinai Medical Center (completed in 2018)

Design Firm: Cannon Design

Case Study

Consolidation of physician offices. In 2008, Cynthia developed a plan to reconfigure the physician offices at Mount Sinai Medical Center in preparation for construction of a second medical office building. The goal was to free up valuable hospital space being used for physician offices and to accommodate the physicians who needed to be relocated from the Miami Heart Institute.

Physician Office Relocation with Closure of the Miami Heart Institute



Golden Medical Office Building
(completed in 2015)

Design Firm: Engberg Anderson Design Partnership

Planning for campus renewal. In the subsequent years, Cynthia developed a bed reconfiguration plan to increase the number of private inpatient rooms and expand support space. In 2013, with a growing South Beach population and significant improvement in the hospital's financial situation, she identified the services to be included in the new Surgical Tower — replacing the surgery suite and inpatient beds — along with a new observation unit and expansion of the emergency department.



Mount Sinai Medical Center Campus Expansion and Renewal Underway

Employee parking garage (A). Completed in 2016, this 750-space employee parking garage allowed the existing parking garage to be used exclusively for visitors.

Emergency department expansion (B). Completed in 2018, this project provides 40,000 GSF for emergency services and includes 50 private patient treatment rooms along with an adjacent observation unit.

Surgical Tower (C). Completed in 2018, the new seven-story surgery tower includes 12 new operating rooms and 154 private patient rooms with views of Biscayne Bay.