

LARGE MEDICAL BUILDING ARCHITECTURE & INTERIOR DESIGN

大型 医疗建筑 ——与—— 室内设计

君誉文化 策划

高迪国际出版(香港)有限公司 编

赵翔宇 王旭彦 赵俊远 张辉 译



大连理工大学出版社

**LARGE
MEDICAL
BUILDING
ARCHITECTURE
+
INTERIOR DESIGN**

**大型
医疗建筑
——与——
室内设计**

君誉文化 策划

高迪国际出版(香港)有限公司 编

赵翔宇 王旭彦 赵俊远 张婵 译

大连理工大学出版社

图书在版编目(CIP)数据

大型医疗建筑与室内设计：英汉对照 / 高迪国际出版（香港）有限公司编；赵翔宇等译. — 大连：大连理工大学出版社，2017.2

ISBN 978-7-5685-0597-0

I. ①大… II. ①高… ②赵… III. ①医院—建筑设计—世界—图集②医院—室内装饰设计—世界—图集
IV. ①TU246.1-64②TU238.2-64

中国版本图书馆CIP数据核字（2016）第236656号

出版发行：大连理工大学出版社

（地址：大连市软件园路80号 邮编：116023）

印刷：上海锦良印刷厂

幅面尺寸：235mm × 310mm

印 张：20

插 页：4

出版时间：2017年2月第1版

印刷时间：2017年2月第1次印刷

责任编辑：张 泓

责任校对：王秀媛

封面设计：高迪国际

策 划：君誉文化

ISBN 978-7-5685-0597-0

定 价：298.00元

电 话：0411-84708842

传 真：0411-84701466

邮 购：0411-84708943

E-mail: designbookdutp@gmail.com

URL: [http:// www.dutp.cn](http://www.dutp.cn)

如有质量问题请联系出版中心：（0411）84709043 84709246



FOCUS OF HEALING

Hospitals are places that provide high-tech services for the benefit of humanity, where care recipients rub shoulders with “knowledge holders”.

Patients are people in their own right, with their intellectual, spiritual and cultural dimensions, while architects act as tools for enabling people to escape from what are sometimes excessively painful situations.

A hospital’s architectural concept should facilitate confidence-building among all the stakeholders and offer huge support to the healing process.

The first step in identifying the hospital of tomorrow involves reflecting on an intricate environment based on the interaction of people, information and technologies.

The question now is how to formulate a vision for the system-to-be, whose components are emerging at different paces? How to combine the rapid development of scientific and technological progress with the much slower pace at which human and institutional behavioral changes are being achieved?

Hospitals have to adapt to the ongoing genetic and technological revolution and a “totally digital” environment. Hospitals also have to adapt to the needs of an aging population. Another increasing urgent issue is focused on the status of citizens in a hospital setting against the background of professional responsibility. A top concern of the real estate sector for a dozen or so years is the sustainable development concept which is difficult to apply, even though it is obviously needed in the energy-greedy hospital sector.

Several simultaneous concepts underpin the hospital of tomorrow concept, with the focus being on work organisation: flows (care delivery arrangements, logistics), groups (patients, service units, researchers), the network (cross-cutting, pooling resources), and information (information organisation arrangements).

The digital hospital may be a self-evident feature but it is not an end in itself. It should primarily be a means, used to rationalize space thanks to the digitisation of information, so as to focus on creating high-quality “living” spaces. A means of cutting down the amount of low value-added tasks, as a result of automating the supply channels, so that staff activities can be focused on caring for patients. A means of promoting exchanges and the processing of complex information, thanks to multimedia technologies, so staff can react more rapidly, therefore improving property and people security. A means of boosting cost-effectiveness, thanks to a centralized technical management system, so as to guarantee a higher level of comfort, minus excessive energy costs. A means of making buildings explorable: however sophisticated the technology is its purpose should be convenience in the day-to-day environment, accessibility and simplicity.

The hospital of tomorrow should also form part of an economic and environmental reality focusing on the adaptability and convertibility of the building stock. Not only in terms of its own use, based on its own technological or organisational advances but also in terms of third-party users.

In the mould of the mixed city, hospitals are destined to become places for receiving treatment but not necessarily for staying in as well. Hospitals are places for conducting research and, why not, for commercial and recreational activities.

Hospitals are called upon to cater for a wide variety of people who will be required to interact: patients, carers, visitors, researchers, students, organisers and managers, service staff...

This coexistence on a par with a district should give rise to a universally espoused strategy that all sides can identify with.

The people dimension is at the heart of our architectural concept. Hospitals have now become gigantic convoluted machines, where both patients and staff are seeking an identity, points of reference, reassuring reception facilities. Architecture is required to play a key role in this respect in providing a welcoming environment.

All Partners of Art & Build Architect

艺术和建筑设计师事务所的所有合伙人

治疗的重中之重

医院是用高科技服务造福人类的地方，在这里受照顾者和具备医疗知识者并肩协力。

患者本身也是人，有着不同的知识水平、不同的精神状态以及不同的文化背景，而建筑师则扮演一种特殊的角色，将人们从极大的痛苦中解脱出来。

医院建筑的设计理念应促进所有的利益相关者之间建立信任并为治疗过程提供巨大的支持。

确定未来医院的第一步是考虑基于人、信息和技术相互作用下产生的复杂环境。

现在的问题是如何为未来的系统制定一个规划，而这个系统的组成部分以不同的速度出现。如何实现科学技术的“快发展”和人以及制度的行为变化的“慢节奏”相结合？

医院必须适应不断发展的基因和技术革命以及“完全数字化”的环境。医院也必须适应人口老龄化的需求。另外一个日益紧迫的问题就是在职业责任这一背景下关注公民在医院这种环境中的状态。地产部门这十几年最关心的问题就是可持续发展概念难以应用，尽管它对资源紧张的医院部门来说是非常必要的。

其他几个同时概念为未来的医院概念提供了基础，重点是工作组织：流程（保健服务安排和后勤）、群组（病人、服务单位和研究人員）、网络（交叉和共享资源）、信息（信息组织安排）。

数字化医院可能具有一个不言而喻的特征，但它本身并不是目

的。它主要是一种方法，根据数字化的信息来使空间合理化，从而创造高品质的“居住”空间。由于供应渠道的自动化，员工的活动可集中于照顾病人，因此它也是一种减少低附加值任务量的方法。由于多媒体技术的应用，员工能够更快速地反应，提高了财产和人身的安全性，因此它也是一种促进交流和处理复杂信息的方法。由于中央技术管理系统保证了高水平的舒适度，减少了过多的能源成本，因此它也是一种提高成本效益的方法。这也是一种让建筑物更具可探究性的方法，无论技术多么高端，它的目的应该是使日常环境便捷、可及和简单。

未来的医院也应该成为经济和环境现实的一部分，关注建筑群的适应性和可改变性。不仅关注医院本身，基于它自身技术和组织的进步，也应关注第三方用户。

在混合型城市模型下，医院注定要成为接受治疗但不一定要停留的地方。医院是进行研究的地方，或许也是一个可以用于商业和娱乐活动的地方。

医院需要满足各种人群互动的需求，包括患者、护理人员、访客、研究人员、学生、组织者和管理者、服务人员等。

与一个区域的此类共存应该引起普遍的支持，各方都可以产生共鸣。

人的因素是我们建筑理念的核心。医院现在已经成为庞大而复杂的机器，患者和医护人员都在寻找自我身份、参考点、保证接待设施。因此，要求建筑在提供舒适的环境这方面发挥关键作用。

PREFACE 2 序言 2

DELIVERING PATIENT VALUE

The healthcare system is evolving as new technology, delivery models and reimbursements standards place greater emphasis on cost containment, patient outcomes, and wellness. As such, many healthcare organizations are reassessing their strategic positions in the global marketplace to better meet community needs. Rather than just treating illness, healthcare organizations are shifting their resources toward preventive care, wellness, and outpatient services.

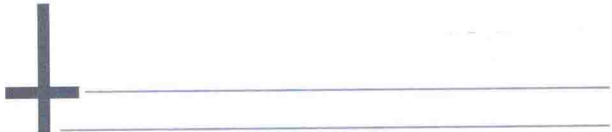
Emerging delivery models are encouraging collaborative, team-based care that provides patients with resources to better manage their long-term health. Through a continuum of care, forward-thinking healthcare organizations are identifying all entry points within the healthcare system – from outpatient clinics and community health centers focused on preventive care, to acute care hospitals treating critical illness, to post-acute care facilities managing extended-care services – to keep the population healthy and avoid chronic illness.

The patient experience is at the core of all good healthcare design. From check-in to check-out, every aspect of hospital designs impacts the patient experience. Yet we cannot assume that today's hospital will satisfy tomorrow's healthcare needs. Hospitals must plan for flexibility and adaptability. The most successful hospitals are applying Lean planning to streamline resources and improve workflows for better patient outcomes. By emphasizing flexibility and setting measurable goals to achieve extraordinary clinical outcomes, Lean helps organizations plan for change to seamlessly serve their communities along a continuum of care.

Just as Lean improves operational processes, the architecture, interior finishes and campus landscaping contribute to a positive patient experience. Studies

confirm that a connection to nature and soothing interior colors contribute to the healing process. At Owensboro Health Regional Hospital in Kentucky, every floor offers patients views of the picturesque campus while decentralized nurses' stations promote faster caregiver response time. Owensboro, as with many of the featured hospitals, is combining planning with design to redefine new approaches to healthcare delivery in the 21st century.

Within today's evolving marketplace, healthcare organizations have the opportunity to become true community leaders by supporting healthy living. The featured hospitals demonstrate the innovations that healthcare organizations are bringing to their communities. Each hospital reflects the unique needs of its market, and each succeeds by delivering services that improve people's lives. Successful healthcare organizations such as these are driving industry changes that anticipate evolving needs and deliver greater patient value.



Kurt Spiering, AIA, ACHA
Vice President and
Principal of HGA
Architects and Engineers

库尔特·施皮林
美国建筑师协会会员、美国大学卫生协会会员
HGA 建筑师与工程师事务所副总裁、董事

实现患者价值观

随着新技术、提供服务的模式以及补偿标准更加注重成本控制、病人恢复的结果和健康三个方面，医疗体系也在不断发展变化。因此，许多医疗机构重新评估它们在全球市场中的战略地位，以更好地满足社会需求。医疗机构将它们的资源分配给预防保健、健康和门诊服务，而不只是治疗疾病。

新兴交付模式鼓励相互协作和以团队为基础的护理，为病人提供资源以便更好地管理他们的长期健康。通过持续护理，具有前瞻性的医疗机构能够发现医疗系统内的所有切入点，从门诊到致力于预防保健的社区卫生中心，再到治疗急症的急诊医院，以及管理延续护理服务的急性病后期护理设施，这些都可以保持人口健康并避免慢性疾病的发生。

病人的体验是所有优秀的医疗设计的核心。从住院到出院，医院设计的方方面面都影响着病人的体验。然而我们不能假定今天的医院会满足未来的医疗需求。医院必须为灵活性和适应性做好准备。最成功的医院采用精益管理来精简资源和改善工作流程以获得更好的医疗成效。通过强调灵活性和设定可衡量的目标达到非凡的临床结果，精益管理有助于医疗机构改变规划，通过持续护理不间断地服务于它们的社区。

就像精益管理改善了操作流程一样，建筑、室内装饰和院区绿化有助于病人病情的好转。研究证实，自然和舒适的室内颜色有助于康复过程。坐落于肯塔基州的欧文斯伯勒卫生区域医院，每一层的病人都能够看到风景如画的院区美景，同时分散的护士站缩短了护理反应的时间。欧文斯伯勒，就像许多特色医院一样，正在结合规划与设计重新定义 21 世纪卫生保健服务的新方法。

在当今不断发展的市场中，医疗机构有机会通过支持健康生活而成为真正的社区领导人。特色医院显示出医疗保健机构正在为它们的社区带来新观念。每个医院都反映了其市场的独特需求，通过提供服务来改善人们的生活，每个医院都做得很成功。这些成功的医疗机构推动了行业变化，这种变化预见了对不断发展的需求并实现了更伟大的患者价值观。

GENERAL HOSPITAL AND MEDICAL CENTER

综合性医院和医疗中心

- | | |
|---|--|
| 012 Singapore Changi General Hospital
Integrated Building
新加坡樟宜综合医院综合建筑 | 092 Jeroen Bosch Hospital
吉荣博世医院 |
| 020 St.Olav's University Hospital
圣·奥拉夫大学医院 | 100 Sint Antonius Hospital Utrecht
乌得勒支圣安东尼综合医院 |
| 030 Box Hill Hospital
博士山医院 | 110 Bernhoven Hospital
伯尔尼霍芬医院 |
| 042 Bridgepoint Active Healthcare
Bridgepoint 活动保健中心 | 118 New BOH3 Building, Ranguel
新 BOH3 建筑, Ranguel |
| 052 Seoul National University
Bundang Hospital
首尔国立大学盆唐医院 | 128 New Civil Hospital Marie Curie
新玛丽·居里市医院 |
| 064 Circle Reading Hospital
雷丁圆环医院 | 136 Albert Schweitzer Hospital
艾伯特·史怀哲医院 |
| 072 Owensboro Health Regional
Hospital
欧文斯伯勒卫生区域医院 | 148 New Medical, Emergency,
Reanimation Building Purpan
普尔班新医疗、急救、复苏大楼 |
| 080 Meander Medical Center
米安德医疗中心 | 154 Clinical Center Rems-Murr in
Winnenden
温嫩顿 Rems-Murr 临床中心 |
| | 164 Jan Palfijn Public Hospital
Jan Palfijn 公立医院 |
| | 170 Oakville Trafalgar Memorial
Hospital
奥克维尔特拉法尔加纪念医院 |
| | 180 Mater Misericordiae University Hospital
Mater Misericordiae 大学医院 |
| | 190 Schwarzwald-Baar Hospital
施瓦尔茨瓦尔德 - 巴尔医院 |

200 Battle Building at UVA Health System
弗吉尼亚大学保健体系的巴特尔大楼

208 Hospital Infantil Teletón
Oncologia Querétaro
Teletón 婴儿肿瘤医院

218 El Carmen de Maipú Hospital
迈普埃尔卡门医院

270 North Shore LIJ Katz Women's Hospital
北岸 LIJ 卡茨女子医院

282 University of New Mexico
Cancer Center
新墨西哥大学癌症中心

292 Olivia Newton-John Cancer and
Wellness Center
奥利维亚·牛顿-约翰癌症和健康中心

304 National Heart Centre
国家心脏中心

SPECIALIST HOSPITAL

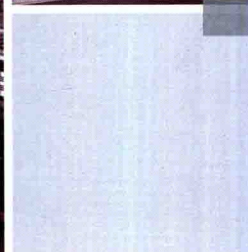
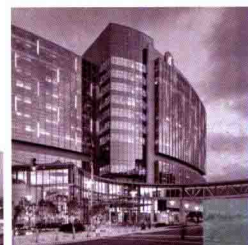
专科医院

232 Wolfson Children's Hospital
沃尔夫森儿童医院

240 Phoenix Children's Hospital Thomas
Campus Expansion
凤凰城儿童医院托马斯院区扩建

250 Benjamin Russell Hospital for Children
本杰明·罗素儿童医院

260 Aiyuhua Hospital for Children and Women
爱育华妇幼医院



**LARGE
MEDICAL
BUILDING
ARCHITECTURE
+
INTERIOR DESIGN**

**大型
医疗建筑
——与——
室内设计**

君誉文化 策划

高迪国际出版（香港）有限公司 编

赵翔宇 王旭彦 赵俊远 张婵 译

大连理工大学出版社

图书在版编目(CIP)数据

大型医疗建筑与室内设计：英汉对照 / 高迪国际出版（香港）有限公司编；赵翔宇等译. — 大连：大连理工大学出版社，2017.2

ISBN 978-7-5685-0597-0

I. ①大… II. ①高… ②赵… III. ①医院—建筑设计—世界—图集②医院—室内装饰设计—世界—图集
IV. ①TU246.1-64②TU238.2-64

中国版本图书馆CIP数据核字（2016）第236656号

出版发行：大连理工大学出版社
（地址：大连市软件园路80号 邮编：116023）
印刷：上海锦良印刷厂
幅面尺寸：235mm × 310mm
印 张：20
插 页：4
出版时间：2017年2月第1版
印刷时间：2017年2月第1次印刷
责任编辑：张 泓
责任校对：王秀媛
封面设计：高迪国际
策 划：君誉文化

ISBN 978-7-5685-0597-0

定 价：298.00元

电 话：0411-84708842

传 真：0411-84701466

邮 购：0411-84708943

E-mail: designbookdudp@gmail.com

URL: [http:// www.dutp.cn](http://www.dutp.cn)

如有质量问题请联系出版中心：（0411）84709043 84709246



PREFACE 1 序言 1

FOCUS OF HEALING

Hospitals are places that provide high-tech services for the benefit of humanity, where care recipients rub shoulders with “knowledge holders”.

Patients are people in their own right, with their intellectual, spiritual and cultural dimensions, while architects act as tools for enabling people to escape from what are sometimes excessively painful situations.

A hospital’s architectural concept should facilitate confidence-building among all the stakeholders and offer huge support to the healing process.

The first step in identifying the hospital of tomorrow involves reflecting on an intricate environment based on the interaction of people, information and technologies.

The question now is how to formulate a vision for the system-to-be, whose components are emerging at different paces? How to combine the rapid development of scientific and technological progress with the much slower pace at which human and institutional behavioral changes are being achieved?

Hospitals have to adapt to the ongoing genetic and technological revolution and a “totally digital” environment. Hospitals also have to adapt to the needs of an aging population. Another increasing urgent issue is focused on the status of citizens in a hospital setting against the background of professional responsibility. A top concern of the real estate sector for a dozen or so years is the sustainable development concept which is difficult to apply, even though it is obviously needed in the energy-greedy hospital sector.

Several simultaneous concepts underpin the hospital of tomorrow concept, with the focus being on work organisation: flows (care delivery arrangements, logistics), groups (patients, service units, researchers), the network (cross-cutting, pooling resources), and information (information organisation arrangements).

The digital hospital may be a self-evident feature but it is not an end in itself. It should primarily be a means, used to rationalize space thanks to the digitisation of information, so as to focus on creating high-quality “living” spaces. A means of cutting down the amount of low value-added tasks, as a result of automating the supply channels, so that staff activities can be focused on caring for patients. A means of promoting exchanges and the processing of complex information, thanks to multimedia technologies, so staff can react more rapidly, therefore improving property and people security. A means of boosting cost-effectiveness, thanks to a centralized technical management system, so as to guarantee a higher level of comfort, minus excessive energy costs. A means of making buildings explorable: however sophisticated the technology is its purpose should be convenience in the day-to-day environment, accessibility and simplicity.

The hospital of tomorrow should also form part of an economic and environmental reality focusing on the adaptability and convertibility of the building stock. Not only in terms of its own use, based on its own technological or organisational advances but also in terms of third-party users.

In the mould of the mixed city, hospitals are destined to become places for receiving treatment but not necessarily for staying in as well. Hospitals are places for conducting research and, why not, for commercial and recreational activities.

Hospitals are called upon to cater for a wide variety of people who will be required to interact: patients, carers, visitors, researchers, students, organisers and managers, service staff...

This coexistence on a par with a district should give rise to a universally espoused strategy that all sides can identify with.

The people dimension is at the heart of our architectural concept. Hospitals have now become gigantic convoluted machines, where both patients and staff are seeking an identity, points of reference, reassuring reception facilities. Architecture is required to play a key role in this respect in providing a welcoming environment.

All Partners of Art & Build Architect

艺术和建筑设计师事务所的所有合伙人

治疗的重中之重

医院是用高科技服务造福人类的地方，在这里受照顾者和具备医疗知识者并肩协力。

患者本身也是人，有着不同的知识水平、不同的精神状态以及不同的文化背景，而建筑师则扮演一种特殊的角色，将人们从极大的痛苦中解脱出来。

医院建筑的设计理念应促进所有的利益相关者之间建立信任并为治疗过程提供巨大的支持。

确定未来医院的第一步是考虑基于人、信息和技术相互作用下产生的复杂环境。

现在的问题是如何为未来的系统制定一个规划，而这个系统的组成部分以不同的速度出现。如何实现科学技术的“快发展”和人以及制度的行为变化的“慢节奏”相结合？

医院必须适应不断发展的基因和技术革命以及“完全数字化”的环境。医院也必须适应人口老龄化的需求。另外一个日益紧迫的问题就是在职业责任这一背景下关注公民在医院这种环境中的状态。地产部门这十几年最关心的问题就是可持续发展概念难以应用，尽管它对资源紧张的医院部门来说是非常必要的。

其他几个同时概念为未来的医院概念提供了基础，重点是工作组织：流程（保健服务安排和后勤）、群组（病人、服务单位和研究人員）、网络（交叉和共享资源）、信息（信息组织安排）。

数字化医院可能具有一个不言而喻的特征，但它本身并不是目

的。它主要是一种方法，根据数字化的信息来使空间合理化，从而创造高品质的“居住”空间。由于供应渠道的自动化，员工的活动可集中于照顾病人，因此它也是一种减少低附加值任务量的方法。由于多媒体技术的应用，员工能够更快速地反应，提高了财产和人身的安全性，因此它也是一种促进交流和处理复杂信息的方法。由于中央技术管理系统保证了高水平的舒适度，减少了过多的能源成本，因此它也是一种提高成本效益的方法。这也是一种让建筑物更具可探究性的方法，无论技术多么高端，它的目的应该是使日常环境便捷、可及和简单。

未来的医院也应该成为经济和环境现实的一部分，关注建筑群的适应性和可改变性。不仅关注医院本身，基于它自身技术和组织的进步，也应关注第三方用户。

在混合型城市模型下，医院注定要成为接受治疗但不一定要停留的地方。医院是进行研究的地方，或许也是一个可以用于商业和娱乐活动的地方。

医院需要满足各种人群互动的需求，包括患者、护理人员、访客、研究人员、学生、组织者和管理者、服务人员等。

与一个区域的此类共存应该引起普遍的支持，各方都可以产生共鸣。

人的因素是我们建筑理念的核心。医院现在已经成为庞大而复杂的机器，患者和医护人员都在寻找自我身份、参考点、保证接待设施。因此，要求建筑在提供舒适的环境这方面发挥关键作用。

PREFACE 2 序言 2

DELIVERING PATIENT VALUE

The healthcare system is evolving as new technology, delivery models and reimbursements standards place greater emphasis on cost containment, patient outcomes, and wellness. As such, many healthcare organizations are reassessing their strategic positions in the global marketplace to better meet community needs. Rather than just treating illness, healthcare organizations are shifting their resources toward preventive care, wellness, and outpatient services.

Emerging delivery models are encouraging collaborative, team-based care that provides patients with resources to better manage their long-term health. Through a continuum of care, forward-thinking healthcare organizations are identifying all entry points within the healthcare system – from outpatient clinics and community health centers focused on preventive care, to acute care hospitals treating critical illness, to post-acute care facilities managing extended-care services – to keep the population healthy and avoid chronic illness.

The patient experience is at the core of all good healthcare design. From check-in to check-out, every aspect of hospital designs impacts the patient experience. Yet we cannot assume that today's hospital will satisfy tomorrow's healthcare needs. Hospitals must plan for flexibility and adaptability. The most successful hospitals are applying Lean planning to streamline resources and improve workflows for better patient outcomes. By emphasizing flexibility and setting measurable goals to achieve extraordinary clinical outcomes, Lean helps organizations plan for change to seamlessly serve their communities along a continuum of care.

Just as Lean improves operational processes, the architecture, interior finishes and campus landscaping contribute to a positive patient experience. Studies

confirm that a connection to nature and soothing interior colors contribute to the healing process. At Owensboro Health Regional Hospital in Kentucky, every floor offers patients views of the picturesque campus while decentralized nurses' stations promote faster caregiver response time. Owensboro, as with many of the featured hospitals, is combining planning with design to redefine new approaches to healthcare delivery in the 21st century.

Within today's evolving marketplace, healthcare organizations have the opportunity to become true community leaders by supporting healthy living. The featured hospitals demonstrate the innovations that healthcare organizations are bringing to their communities. Each hospital reflects the unique needs of its market, and each succeeds by delivering services that improve people's lives. Successful healthcare organizations such as these are driving industry changes that anticipate evolving needs and deliver greater patient value.



Kurt Spiering, AIA, ACHA
Vice President and
Principal of HGA
Architects and Engineers

库尔特·施皮林
美国建筑师协会会员、美国大学卫生协会会员
HGA 建筑师与工程师事务所副总裁、董事

实现患者价值观

随着新技术、提供服务的模式以及补偿标准更加注重成本控制、病人恢复的结果和健康三个方面，医疗体系也在不断发展变化。因此，许多医疗机构重新评估它们在全球市场中的战略地位，以更好地满足社会需求。医疗机构将它们的资源分配给预防保健、健康和门诊服务，而不只是治疗疾病。

新兴交付模式鼓励相互协作和以团队为基础的护理，为病人提供资源以便更好地管理他们的长期健康。通过持续护理，具有前瞻性的医疗机构能够发现医疗系统内的所有切入点，从门诊到致力于预防保健的社区卫生中心，再到治疗急症的急诊医院，以及管理延续护理服务的急性病后期护理设施，这些都可以保持人口健康并避免慢性疾病的发生。

病人的体验是所有优秀的医疗设计的核心。从住院到出院，医院设计的方方面面都影响着病人的体验。然而我们不能假定今天的医院会满足未来的医疗需求。医院必须为灵活性和适应性做好准备。最成功的医院采用精益管理来精简资源和改善工作流程以获得更好的医疗成效。通过强调灵活性和设定可衡量的目标达到非凡的临床结果，精益管理有助于医疗机构改变规划，通过持续护理不间断地服务于它们的社区。

就像精益管理改善了操作流程一样，建筑、室内装饰和院区绿化有助于病人病情的好转。研究证实，自然和舒适的室内颜色有助于康复过程。坐落于肯塔基州的欧文斯伯勒卫生区域医院，每一层的病人都能够看到风景如画的院区美景，同时分散的护士站缩短了护理反应的时间。欧文斯伯勒，就像许多特色医院一样，正在结合规划与设计重新定义 21 世纪卫生保健服务的新方法。

在当今不断发展的市场中，医疗机构有机会通过支持健康生活而成为真正的社区领导人。特色医院显示出医疗保健机构正在为它们的社区带来新观念。每个医院都反映了其市场的独特需求，通过提供服务来改善人们的生活，每个医院都做得很成功。这些成功的医疗机构推动了行业变化，这种变化预见了对不断发展的需求并实现了更伟大的患者价值观。