



The *Guide*

Evidence-based healthcare *design & construction*
methodologies to create an *ideal practice*.

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PERFECT PRACTICE

Designed for health. Built for life.

We hope you enjoy reading this as much as we enjoyed creating it for you.

The Guide is designed to be a source of inspiration and guidance for you to create your own dream practice.

Our team look forward to speaking with you when you are ready to take the first step!



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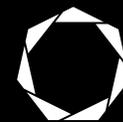
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“We shape our buildings;
thereafter they shape us.”

- Winston Churchill



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Foreword



Lester Arnot
Founder and CEO

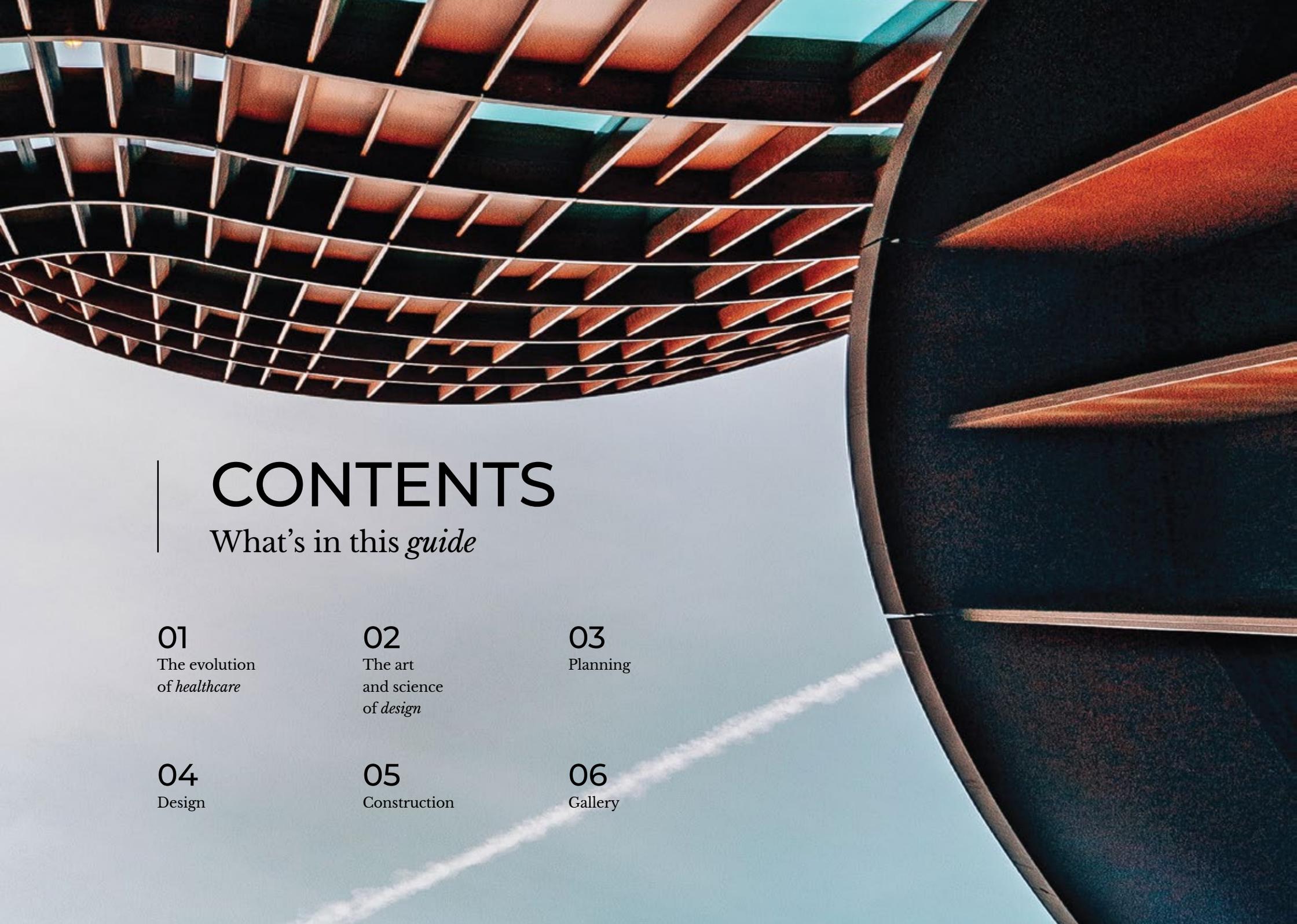
This book is a celebration of many projects that have formed the foundation of our knowledge and unwavering commitment to learn, and do better. It's a credit to the fruitful partnerships we've had with thousands of amazing healthcare clients over the years. From the outset, our vision to provide a new level of client-centric service and expertise to the healthcare profession has been our guiding light. Today, I can say with absolute conviction that this philosophy is as strong in our organisation as it was from day one — it's the uniting passion throughout our dedicated team.

To every GP, dentist, surgeon, specialist and the many other healthcare disciplines we have the daily privilege of working with and learning from – thank you. Thank you for your tireless work in improving the lives and health of every Australian. Thank you for being such an integral part of our journey in transforming the standards of healthcare facilities and patient experiences across this great continent.

Australia truly leads the world in healthcare practice facility design and Perfect Practice is privileged to be at the forefront of this movement. Never have healthcare professionals, their patients and staff had such aesthetically beautiful and functionally efficient practices from which to operate.

I hope you find this content enjoyable, informative and practical and I look forward to meeting with you personally to assist with your project when the time comes.

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CHAPTER ONE

The evolution of *healthcare*

TIANTAN HOSPITAL, BEIJING CHINA

The evolution of the patient experience

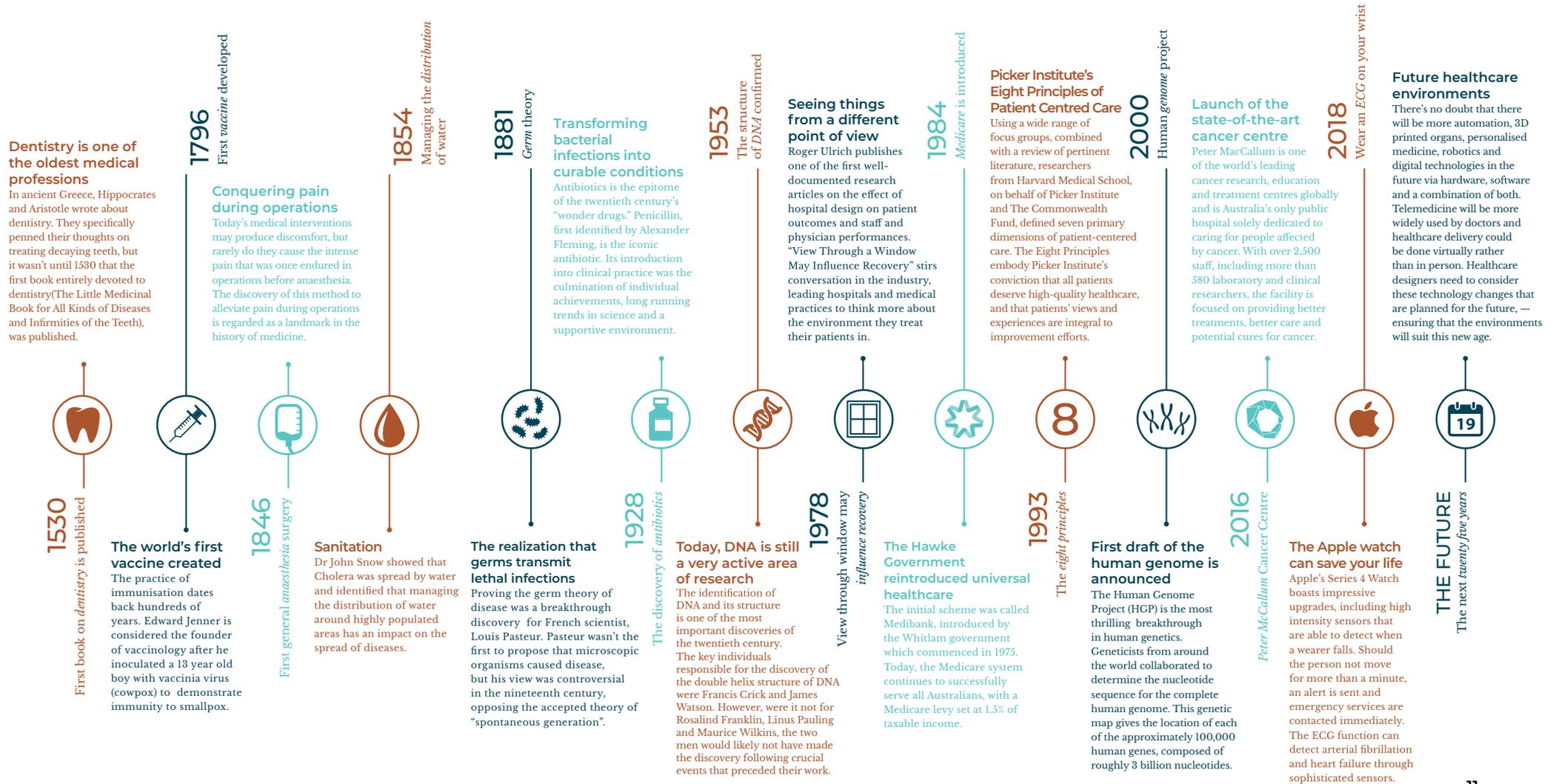
A decade ago, simply meeting a patient's clinical needs was seen as success enough. A typical patient experience often involved long wait times, a truckload of paperwork and in some cases, rushed appointments. Fast forward to today where healthcare has become a patient-centric, consumer-driven industry synonymous with meeting and exceeding patient expectations.

In fact, the patient experience is now recognised as a core factor in the three key pillars of quality in healthcare – in addition to clinical effectiveness and patient safety. With the future of the healthcare environment focusing heavily on the patient experience, healthcare facilities need to be designed to not only support and facilitate state-of-the-art medicine and technology, patient safety and quality patient care, but to also embrace patients, families and caregivers in a psychosocially supportive environment. Patient satisfaction is no longer simply contained to interaction with medical professionals.

It extends far beyond – influenced by the staff, the service, the surroundings and other contributing factors. There's a large and rapidly growing body of evidence supporting the belief that the physical environment of a healthcare practice impacts stress, safety, effectiveness, quality of care, trust and ultimately the level of patient satisfaction with a health care provider.

Timeline - Evolution

Today's healthcare system is not only deeply complex and incredibly sophisticated, it's drastically different from what it was just twenty years ago. The many advancements over the years represent the major shifts involved in moving from a transactional service-based system to an innovative, progressive and patient-driven experience.



“Wherever the *art of medicine*
is loved, there is also a *love of*
humanity.” - Hippocrates



How the healthcare environment influences the patient experience

The concept of the patient experience as it relates to patient satisfaction is a complex dynamic that is insurmountably important as patients become more discerning consumers when it comes to choosing where they go for their health care.

In the patient's mind, quality healthcare is directly related to the quality of the practice environment. Studies have highlighted the positive link between certain design features (lighting, furnishings and artwork) to improved patient safety, a quicker recovery, reduced stress and an improved overall quality in health.

Environment plays a significant role in modern medicine. With healthcare advancements increasing at a rapid rate, patients are less aware and less familiar with treatments and technologies offered, meaning their opinions can often be influenced by their experience – what they feel and how they are treated.

In a space where individuals often feel the most vulnerable, a well-designed healthcare environment can be the difference between an intimidating, anxiety-inducing experience and one they want to share with their network. Consumers have the power to publish their experience, opinion and first impression online within a matter of seconds.

In a space where individuals often feel the most vulnerable, a well-designed healthcare environment can be the difference between an intimidating, anxiety-inducing experience and one they want to share with their network.





CHAPTER TWO

The art and science of design



MERCY HOSPITAL, BALTIMORE MARYLAND

A vertical bar on the left side of the slide, composed of nine colored segments: brown, dark teal, light teal, brown, dark teal, light teal, brown, dark teal, and light teal. Each segment is aligned with a corresponding list item.

1. Principles of design

2. Form & function

3. Aesthetics

4. The psychology of colour

5. Sensation transference

6. Salutogenic effect

7. Activity-based working

8. Human centred design

9. Ergonomics

1. THE PRINCIPLES OF DESIGN

The building blocks of any visual design are the elements which form its structure and convey a visual message. These elements are the necessary foundations from which all designs are built — they include point, line, shape, form, colour, value, space and texture. The principles of design are what we do with those elements, and how we apply the principles of design determines exactly how successful the design will be.

The six core principles of design are balance, proximity, alignment, repetition, contrast and space. Here's a snapshot at how these principles are applied in the effective design of a healthcare practice.

Balance provides stability and structure to a design. Balance is achieved by distributing the visual weight of objects within a space to achieve a feeling of equilibrium. Line, shape, form, colour, value, space and texture all have a major impact on the visual weight of an item.

Proximity provides a focal point and creates a relationship between certain elements. Proximity doesn't mean that elements need to be positioned together, however they do need to be visually connected in some way.

Alignment allows us to create order and organisation. Alignment creates a sharper, more ordered design as it tightens the design and eliminates the messy, haphazard effects which come when items are randomly positioned.

Repetition strengthens a design by tying together individual elements. This creates rhythm (a feeling of organised movement) and helps to promote association and consistency within the design.

Contrast is the juxtaposition of opposing elements. This may include using colours that are on opposite sides of the colour wheel, pairing light and dark or blending thick and thin lines.

Space refers to the distance or area between, around, above, below or within certain elements. Both positive and negative space are important factors to be considered in every design decision.

“Everyone remembers the feeling of first walking into a *well-designed* space. You can sense how everything feels *cohesive* and put together, it just feels right. How we apply the principles of design determines how *successful* the design is.”





There are many design factors that influence the function and practicality of a practice. Paying due consideration to things like measurement, regulation, limitation, flow and ergonomics can have a big impact on how a healthcare facility both looks and functions.

Function is a key priority of healthcare practice design. Like any successful endeavour, a solid starting point is paramount from the outset. The platform on which all other decisions are built needs to be both accurate and correct.

Before the process of design can commence, a detailed measurement and assessment must be taken of the proposed space. This includes widths, heights, depths, clearances, accessways, services, intrusions and structure — any potential impediments to function should be ascertained at an early stage.

Compliance with statutory regulations governing healthcare practice design is critical to the smooth function of any practice, however it is essential they are factored into the fundamental design of the space from the outset. Statutory regulations guide and govern the outcomes when a space is being designed and can include National Building Codes, Australian & New Zealand Standards, Council Development Codes and individual Regulatory Acts such as DDA (Disability Discrimination Act). Regulatory instruments outline the minimum requirements for safety, comfort for human occupation and for facilities to match proposed intensity and usage. Specific areas to be addressed can include fire egress, flammability, fire protection, disabled access, circulation and facilities. There are also regulations which can apply to electrical installations, sterilising area set-up and flooring material slip resistance.

“The accumulative cost of a *substandard outcome* in relation to function is far greater than the *upfront design cost* to ensure a *positive result*. Staff inefficiency and *operational stress* cost a practice dearly in *non-productive time* and potentially unhappy disengaged staff.”

Before putting pen to paper, careful forethought is critical to achieving a successfully functioning practice. Every proposed site has variable factors and limitations which need to be carefully considered prior to creating the ideal design solution. These considerations include the strategic placement of access points, exit points, utilisation of views and natural daylight, avoidance of unnecessary heat loads, security issues, proposed patient load and traffic paths, unusual site shapes and geometry, relationship of areas, access to bathroom facilities and visibility to patients.

Optimum traffic flow throughout a healthcare practice plays a pivotal role in the business' success. The symbiotic relationship of public, private and clinical zones is of primary consideration in the floor plan development to ensure ideal function. Public zones need to be contiguous with clinical zones.

Private zones must be established to maintain adequate privacy for staff and practitioners. Creating successful circulation and being conscious of visual emphasis and human energy flow is critical when creating a highly efficient, well designed practice.

To ensure a safe and efficient working space for both patients and practitioners, ergonomics is a critical consideration to be addressed in clinical rooms within the practice. Things should be easily accessible and within reach, allowing staff to work comfortably and fluidly with ease.

3. AESTHETICS

Aesthetics form a key foundation of a physical space and can strongly influence how a person feels when they are within the space. Aesthetic elements like light, colour, texture, sound and space all contribute to the effective design of a healthcare practice.

From our homes to our workspaces, the environments we spend time in and engage with, influence us all. As humans, we respond to the aesthetic difference between a cathedral and a Kmart— an environment’s aesthetic sets the tone of our response. Whilst our response to aesthetics is mostly subconscious it is far more powerful than many realise.

As humans we are hard-wired to have affective responses for certain patterns and traits. These predispositions lend themselves to responses when looking at aesthetic elements as well. As outlined by Ann Marie Barry in *Perceptual Aesthetics: Transcendent Emotion, Neurological Image*, there are many major neurological factors that drive human aesthetic response.

Once an image is identified, meaning can be created by accessing memory relative to the visual stimuli and associating personal memories with what is being viewed.

Every day, the sun comes up and our world is filled with light. We have an instant response to the level of light/sunshine. Likewise, the quality of light has a strong influence in a healthcare practice. Maximum use of natural light is important to create a relaxed and calm aesthetic — specifically incorporating it into waiting areas and treatment rooms helps to create a welcome energy amongst staff and patients. Creating variation in light levels is also effective in setting a positive aesthetic tone for the space. Varying lighting from cosy and warm in waiting areas to more clinical lighting in treatment areas, helps to

differentiate the various spaces within the practice.

The effect of colour on our perception of an environment is influenced by our psychology, physiology, ethnicity, age, gender, class and income, among other factors. Colour has a powerful influence on responses and skilled designers will use colour within a healthcare practice with care, and to great effect.

Texture in finishes creates a visual experience that affects our perception of the space. A high gloss finish throughout an environment will reflect light as well as sound. A textured surface evokes a more natural environment, thus creating a more natural response — whether fabric, stone or paint. A combination of textures is a great solution to bring design diversity into your space and can be used to great effect in creating reflectance and comfort.

The effects of sound whether muted, loud, muffled, sharp or reverberating will influence comfort levels in any space. The level of textural finish works

hand in hand with the absorption or reflection of sound. Artificially generated “White noise” can be comforting and at the same time disguise other sounds for privacy within the practice environment.

Space needs to be balanced effectively. Spaces that are large and unfilled can feel sterile and cavernous. Spaces need to be well-balanced, whether small, or large to promote a sense of harmony.

All aesthetic elements have cross relationships in creating a response. It is important that a healthcare environment creates a strong positive response for the health and well-being of staff and patients alike.

“We all *respond* strongly to the aesthetic of the world around us. Our response to aesthetics is mostly *subconscious*, an *influence* that is more *powerful* than people may realise.”





“Many *factors* can *influence* the effect of colour on *emotions*, including a person’s age, race, culture and life experiences — people will always *subconsciously respond* to colour.”

Colour plays a major role in how we create and articulate design. It’s a powerful communication tool and can be used to signal action, influence mood and even influence physiological reactions.

The psychological effects of colour have been so extensively researched, with studies finding that colours are a form of non-verbal communication that can greatly impact our perception of the world around us.

While perceptions of colour are somewhat subjective, there are some colours that have universal meaning. These colours are roughly divided into three categories; warm, cool and neutral colours.

Warm colours (also called saturated colours), like red, yellow and orange, spark feelings of activity and passion, warmth, comfort and in some cases, anger.

Cool colours such as blue, green and purple are commonly associated with calmness, harmony and peace, but also inaction, sadness and lassitude.

Neutral colours tend to fade into the background and do not have a strong psychological impact. This makes white and other neutral colours ideal for rooms used for many different purposes, or for a room where simplicity is needed. There are a plethora of factors that can influence the effect of colour on emotions, including a person’s age, race, culture and life experiences — people will always subconsciously respond to colour. Picking the right colour scheme for a design in a healthcare practice can set its mood and even affect the way people perceive and interact with its physical space.



INDUSTRY:	entertainment food sport fire protection children's products
	art entertainment food sports specialist healthcare transportation
	food sports transportation travel leisure
	environment leisure alternative energy entertainment education
	environment banking healthcare real estate farming non-profit
	entertainment communication children's products technology aerospace
	humanitarian psychic religion
	children's products woman's products beauty fashion
	agriculture construction transportation legal food healthcare
	all industries
all industries	
all industries	

USED TO:	stimulate create urgency draw attention caution encourage
	stimulate communicate fun draw attention express freedom fascinate
	encourages relaxation awaken awareness energize affect mood
	restore energy promote growth nurture rejuvenate
	relax balance revitalise encourage possess
	draw attention stimulate productivity inspire trust suggest precision communicate consciousness
	encourage creativity intuition inspire wisdom and power impression of luxury
	communicate energy increase pulse fascinate motivate action encourage creativity
	stabilize imply common sense suppress emotions create warmth
	hide feelings intimidate radiate authority create fear associate with mystery
create sense of composure depress energy communicate maturity associate timelessness	
create sense of purity associate timelessness create sense of composure	

HUE
is actual *colour*

VALUE
is how light or dark
is the colour (*tints
and shades*)

CHROMA
is the colour's
intensity or saturation

5. SENSATION TRANSFERENCE

The term “sensation transference” was developed by Louis Cheskin in the 1930’s to describe the phenomenon where impressions created in customers’ minds, based on experiencing products sensorially, transferred directly to their concepts of value, price, quality and emotion.

Spending his life’s work investigating how design elements could significantly impact perceptions of value, appeal and relevance, Cheskin found that sensorial cues in the packaging and environment in which a product or service is delivered (imagery, sounds, textures, etc) greatly impact the impression consumers have of the offering – regardless of intent or accuracy. Cheskin’s tests on unconscious thinking in consumer psychology still form many of the marketing principles around colour and packaging that are used today.

Your practice speaks more about you than you do. 80% of communication is nonverbal, meaning we believe what we see more than what we hear.

A patient sees a website or building sign, makes an appointment, comes into a healthcare practice and sits down. By then, he or she has a feeling of what to expect in terms of price, value and quality. The sensations felt will be transferred to, and have a direct correlation with, the service experience.

Imagery and sensory experiences trigger meaning. Cheskin states ‘perception is reality’ and concentrates on how a product’s packaging, or presentation, makes people feel about the product. The emphasis being ‘feeling’ rather than ‘thinking’.

“Sensation transference is a core reason healthcare practice design is so crucially important. Your practice will speak more about you and your values, than you do verbally yourself.”





Great interior design may seem like a nice add-on rather than an essential component of an effective workspace. Salutogenesis adopts a deeper purpose behind design and can stimulate, engage and improve an individual's sense of coherence — strengthening their coping strategies and promoting health.

The central idea of salutogenesis focuses on three key resources that combine to provide a Sense of Coherence – a forward thrust that resists the entropic forces of illness and infirmity. This sense of coherence is made up of resources that improve manageability (the capacity to maintain homeostasis and physical function), comprehensibility (the ability to negotiate circumstances in order to maximise their benefit) and meaningfulness (the desires, causes and concerns that gives us the need to resist illness in the first place).

In Latin, 'Salus' means health, and in Greek 'genesis' means origin. In essence, salutogenesis is the origin of health. Salutogenesis is more impactful in healthcare practice design because the focus pertains more to the individual's whole health, as opposed to disease management.

It is suggested that there are five key elements to salutogenic design; nature, authenticity, variety, vitality and legacy. Elements of nature in the design should work to make connections with the natural world — incorporating views or experiences with living things or water.

Authenticity, also understood as appropriateness, involves design that draws on meaningful local influences or reflects the value and aspirations of the people who use the space.

Variety involves providing visual interest, promoting a sense of discovery – the space should tell a story about people or the values of the practice. Vitality is something that conveys energy and stimulates social interaction. Vitality can also be tied to the idea of conviviality, liveliness and socialising.

Legacy is design that is beyond “sustainable” in terms of advancing long-term health and prosperity. The design should evoke notions of social, cultural and environmental sustainability.

“Salutogenesis adopts a much deeper purpose beyond aesthetic and can *stimulate, engage and improve* an individual's sense of coherence — strengthening their *coping strategies and promoting health*.”

7. ACTIVITY-BASED WORKING

The redesign of physical workplaces according to Activity-Based Working (ABW) principles has the potential to influence employee health and workplace outcomes.

At home, you perform specific tasks in specific rooms. You cook in the kitchen, sleep in the bedroom and wash clothes in the laundry. Some tasks may also be performed in a variety of settings — you may read a book in bed, in the living room or on the balcony.

Activity-Based Working takes the same approach. An ABW approach separates front and back of house, designing the space to facilitate the work and activities that occur in each space. This provides staff with the ability to choose a space that best suits their patients and personal preferences, whilst also offering the right tools, technology, equipment and working environment for the task-at-hand.

For a healthcare practice, the Activity-Based Working approach also focuses on the needs of the patient, recognising that different phases of treatment may require different environments. Reception rooms should be inviting, yet calm and serene to reassure patients and offer peace of mind. Treatment rooms should feel private and secure, whilst also providing optimal conditions, equipment and lighting for the task at hand, equipping staff with all they need to conduct their work confidently, safely and productively.

“By designing a work environment championing the Activity-Based Working principle, you are *creating a space* that is specifically designed to meet the physical and virtual needs of those who *engage* with it.”





8. HUMAN-CENTRED DESIGN

“A human-centred health system embeds *design thinking* at every step of the design process, putting *people at the heart* of all decisions. Human-centred design views *patients as equal partners* in planning and process.”

The need for medical spaces to be reformed and refurbished is widely acknowledged and accepted as the idea of patient-centred design takes hold. Human-Centred Design (HCD) is the creative approach to problem solving that starts with people and ends with innovative solutions tailored to meet their needs.

Human-Centred Design acknowledges that the physical environment is pivotal to ‘customer’ (patient, carers, practitioners and staff) needs for safety, support, security, physical comfort and psychological relief. HCD recognises that good practice and facility design should cater to the needs of all ‘customers’ without compromising the quality or supply of healthcare.

The concept of Human-Centred Design is certainly not a new one. The Australian Commission on Safety and Quality in Healthcare in 2010, defined patient-centred care as “health care that is respectful of, and responsive to, the preferences, needs and values of patients and consumers”.

A human-centred health system embeds design thinking in everything it does, putting people at the heart of every decision. Human-Centred Design views patients as equal partners in planning, developing and assessing care to make sure it is appropriate for their needs. Human-centred healthcare improves healthcare outcomes as it supports the quality of healthcare that is delivered.

By integrating a human-centred perspective into the design phase, healthcare practitioners can prioritise the vital aspects of user interaction through spatial and functional considerations. When designing environments that require highperformance processes and systems protocol, it is important to study procedures and human interaction in performing these complex tasks. Incorporating this kind of knowledge in early design planning cuts down on costly remakes and under-utilised space allocation due to poorly designed workspaces and products.

9. ERGONOMICS

Ergonomics is an applied science concerned with designing and arranging objects of use to ensure people and things interact in an efficient and safe way. An ergonomic working environment minimises wasted and unnecessary movement, making tasks flow smoothly and without discomfort, ensuring everything needed for the task-at-hand is within easy reach.

Healthcare presents a unique combination of challenges and opportunities for applying ergonomics:

- Regulations and information security requirements impose unique and potentially conflicting demands on workplaces.
- Healthcare practices often serve the entire population.
- Many physical actions are performed from less than ideal positions and postures, increasing risk of injury.
- Many healthcare jobs involve multitasking with physical activity and highly skilled knowledge work and technology use.

36 The primary goal of ergonomics is to support people in their working environments so that they are safe, comfortable and productive. Ergonomic design addresses the functional

requirements of people at work by asking six basic questions:

9. ERGONOMICS

- Who are the users?
- What do workers do?
- How do workers perform their job?
- When do workers engage in specific work behaviours?
- Where do workers engage in tasks?
- Why do workers do what they do in the way they do it?

In the healthcare sector, the ergonomic approach aims to effectively support clinical staff in delivering safe, high quality care by properly addressing all aspects of the clinical environment, including equipment, workspace, staff and work practices.

With the majority of healthcare practices employing more than one practitioner, it is a critical undertaking that practices are designed to allow specific tasks to be performed optimally by a variety of practitioners. With an ergonomic approach, working spaces are purposefully created to adapt the workplace to the worker — supporting work to improve performance, employee satisfaction and patient care.

“An *ergonomic* working environment minimises wasted and *unnecessary movement*, making tasks flow with *ease* and *without discomfort* — ensuring everything needed for the task-at-hand is within *easy reach*.”



The image shows the SAHMRI Building in Adelaide, Australia, at dusk. The building's most prominent feature is its large, curved, metallic facade composed of a complex, repeating geometric pattern of triangular and diamond shapes. The interior lights are on, creating a warm, golden glow that filters through the facade. The sky is a clear, deep blue. In the foreground, there is a glass-walled entrance area and some outdoor seating. The overall scene is a blend of modern architecture and natural light.

CHAPTER THREE

Planning

SAHMRI (SOUTH AUSTRALIA HEALTH & MEDICAL RESEARCH INSTITUTE) BUILDING, ADELAIDE

Planning is paramount

It's no secret there is much more than medical expertise needed to successfully start a healthcare practice. It takes a clear vision, time and patience, a strategic forward plan and a network of experienced industry professionals to bring that vision to fruition.

The importance of the planning process should never be underestimated. Developing a clear and detailed plan from the outset will help future-proof any brand and ensure that a new healthcare practice is not only up and running promptly, but also enjoys continued growth across both patient and financial touchpoints.

Key factors for consideration when planning a healthcare practice:

- Type of practice
- Location
- Type of site
- Size of site
- Target patient demographics
- Council regulations
- Zoning
- Visibility
- Floor plan and space requirements

“The importance of the *planning* process should never be *underestimated*. Developing a clear and detailed plan from the outset will help *future-proof* any brand ”



*“Details are not details.
They make the design .”*

- Charles Eames

ROYAL LONDON HOSPITAL, UNITED KINGDOM



Choosing a site location

Selecting the right location is paramount to the success of a bricks and mortar space. Where a practice is positioned establishes the physical foundation on which a business will build upon both now and well into the future. Factors like travel time, access to quality staff and doctors, real estate values and the patient demographic of the area are all worthy considerations regarding the impact a practice's location may have.

Aspects to consider when choosing the location for a practice:

- The suitability of the site
- If the site is has been purchased or leased
- The socio-economic demographics of the area
- Accessibility to buses, trains and public transport
- Proximity to local car parks or street parking
- Disabled access for wheelchairs, the elderly and prams

The location of a practice will have a significant influence on brand trajectory, so while the selection process may be both exciting and tedious, it is essential to give it the careful consideration it deserves.

As with any real estate investment, consider that the block next door, while convenient, may not be the best investment when considering the projected ROI and growth potential of a practice. It is essential to weigh up and balance convenience versus growth potential so that an informed and educated decision is made when selecting the location of a practice.

“70% of healthcare consumers consider location either critical or very important when selecting a provider or healthcare system.”

– The Portrait of a Modern Patient

Site Locations

There are five main types of real estate properties that best fit the needs and requirements of healthcare professionals:

1. Office buildings
2. Retail space and Shopping Centres
3. Medical Specialist Centres
4. Hospital Campuses
5. Residential dwellings

While there are distinctions between the classes, variations and vintages of these types of spaces, the comparisons fall under these considerations:

- Visibility, signage and exposure
- Window lines and natural light
- Monthly cost
- Who performs property maintenance
- Building amenities
- Synergy with other practices or businesses
- Accessibility, including parking and walking distance to the space's entrance

- 44 Each property type has benefits and understanding what those are will help you determine the type of space that best suits your practice.



Office Space

Traditional office spaces generally provide more natural light and better window lines than retail spaces, and often at a lower cost. Office spaces provide a traditional business setting with other professional office or corporate based entities and offer a familiar experience for patients.

Most office buildings afford more assistance and maintenance from landlords as well, as many of the systems and amenities in the building serve and benefit multiple tenants. Office buildings often have common area benefits such as shared restrooms, vestibules, lobbies and sometimes common meeting spaces such as conference facilities.

The cost of office space is greatly dependent on location, quality and age of the property, as well as supply and demand. But as a whole, traditional office buildings are usually priced the most competitively compared to retail, medical office buildings or hospital campus spaces. Council rates and shared maintenance expenses are also typically lower in office buildings compared with the latter three property types as well.

The competitive pricing along with ideal window lines, natural light and a professional office setting make office spaces an attractive option for healthcare practices.

Retail Space / Shopping Centres

The primary benefits of retail spaces are that they typically provide more visibility, exposure and signage than other commercial property types. Signage and exposure are very important to public-facing, retail companies as they rely heavily on top of mind awareness and brand recognition.

Hundreds or even thousands of potential customers or patients that drive by a sign every day generally creates additional revenue for those companies.

Another benefit of locating in a retail or shopping centre is the synergy of other diversified tenants who help drive traffic to the centre. For example, having restaurants, a grocery store or other retail or service-based businesses in a shopping centre will likely help you glean extra patients from their traffic. Many patients also find added convenience in being able to frequent neighbouring retailers and businesses in the same trip.

Additionally, many healthcare providers like the simplicity of patients parking right in front of their spaces and being able to walk directly into their practice. Being in a retail centre typically provides the benefit of ample parking due to the need to accommodate traffic for multiple businesses, both large and small.

“Each property type has benefits and understanding what those are will help you determine the type of space that best suits your practice.”

Lastly, retail properties usually offer easy access and have identifiable cross-streets and landmarks nearby. They are developed with high traffic flow and growth in mind, making it easy for patients to access.

Depending on the location and quality of property, retail spaces can be some of the most expensive options in the market due to the many advantages described. If evaluated properly, the benefits of placing your healthcare practice in a retail space can far outweigh the costs.

Medical Specialist Centre

Medical Specialist Centres are dedicated exclusively to healthcare tenants and often provide an atmosphere that creates strong referral partners and synergies from healthcare related tenants. This is the greatest benefit of being in a Medical Specialist Centre. If your practice operates off a strong referral base of practices located nearby, then a MSC could be an excellent location for your practice.

MSC's usually offer an increased supply of janitorial and utility services, and often, other healthcare related amenities. Medical Specialist Centres are typically more expensive than traditional office buildings, but again, cost depends on many factors; including location, quality and age of the property and so forth.

Medical specialist centres typically communicate professionalism in the healthcare community along with ideal synergies of other providers.

Hospital Campus

Hospital Campus spaces are very similar to an MSC, and in fact many MSC's are located on hospital campuses. The differentiating factor is the hospital itself. The number one reason a practice would desire to be located in or near a hospital campus would be its affiliation with the hospital itself or other complementary practices that are affiliated with the hospital. Hospital affiliation is largely intended to create a strong referral base for a practice or the ability to easily access amenities such as a surgery, advanced diagnostics or a delivery centre.

Being located on a Hospital Campus is not the right fit for all healthcare related practices. But for the providers that find value in the benefits described above, it can be the exact location they want.

Residential House type building

Care needs to be taken when searching for healthcare sites within residential areas. Local council authorities have strict guidelines in place to protect the amenity of the surrounding homes, however once an ideal and complying property is located the practice owner can enjoy landlord-free practice ownership as well as the unique charisma the right style of house can bring to a practice.

Things to look out for are ensuring sufficient land size and setbacks are available to provide for council's required traffic flow on and off the site, parking and landscape buffer zones. Consideration should also be given to the existing floor plan and structural design of the building, as this can have a considerable impact on the construction costs when modifying to suit the proposed new use as a healthcare practice.





Important factors to consider when choosing a “change of use” site

Local Council Requirements

Councils use several mechanisms to guide design and development in order to protect the local amenity and environment within an area. Usually called Development Control Plans, or DCP's these guidelines work along with Local Environmental Plans (or LEP's) to establish many of the controls and recommendations affecting the location, design and operation of a healthcare practice development. Understanding the applications and implications of these guidelines is a critical step in the journey to creating an ideal healthcare practice.

Size and space

The overall spatial requirements of the proposed healthcare practice development must be considered when selecting a site. These may include; the number of surgeries or consultation rooms required, size of waiting room, staff room, offices, bathrooms, sterilisation area, plant rooms and physical room for equipment. If a site has access to surrounding land, car parking and vehicular circulation on site must be considered in addition to landscaping, signage and access.

Parking

Parking can often be a challenge as many local councils stipulate a certain number of car spaces are required per m² or per practitioner on site. This can vary depending on locations that are closer to public parking stations or where public transport is readily available. Convenience is a key consideration for patients when visiting a healthcare practice.

Visibility

It is important to make sure a practice is 'visible' to the area its services, but visibility refers to more than just physical sight.

With the obvious preference to many business owners being to operate from a site with passing foot traffic, these sites usually come with a premium purchase price or rental cost. A successful practice can be built more cost efficiently in less visible locations, provided the practice invests in 'visibility' through strategic marketing and external communications.

Feasibility study

Generally carried out by external businesses that specialise in this type of work, a feasibility study is an important part of the planning process in creating a healthcare practice. Like any new business venture, there are always risks. A feasibility study will help analyse the key aspects in your development proposition to ensure that the business plan is financially sound and any risks have been clearly identified upfront.

Primary goals of a feasibility study:

- To thoroughly understand all aspects of a project
- To highlight any potential problems and risks associated with the project prior to commencement
- To determine the financial viability of the project

Key steps in the process:

Step One: Needs Analysis Report

- Industry outlook
- Population and demographics
 - Age
 - Ethnicity
 - Affluence
 - Household makeup
- Local council reporting
- Location due diligence
 - Distance from key locations
 - Access to public transport
 - Health fund uptake rates
 - Population growth forecasts
 - Proximity to major centres
 - Arterial road access
 - Health billing data (MBS codes)

- Site specific due diligence
 - Parking access
 - Site suitability (test fit)
 - Zoning analysis
 - Body corporate
 - Visibility and exposure
 - Signage rights
 - Disabled access

- Supply analysis
- Demand and needs assessment

Step Two: Competitive Analysis

- Identify the competitors and evaluate their strategies
- Determine their strengths and weaknesses

Step Three: Site Inspection Assessment and Scope

- Internal design brief

Step Four: Value Engineering

- Assess the potential return on investment through construction, fit out and sale or lease

Step Five: Client Liaison and Advice

- Market expressions of interest through an information memorandum

“A feasibility study will help analyse the *key aspects* in your development proposition to ensure that the business plan is financially sound and any *risks* have been clearly identified upfront.”

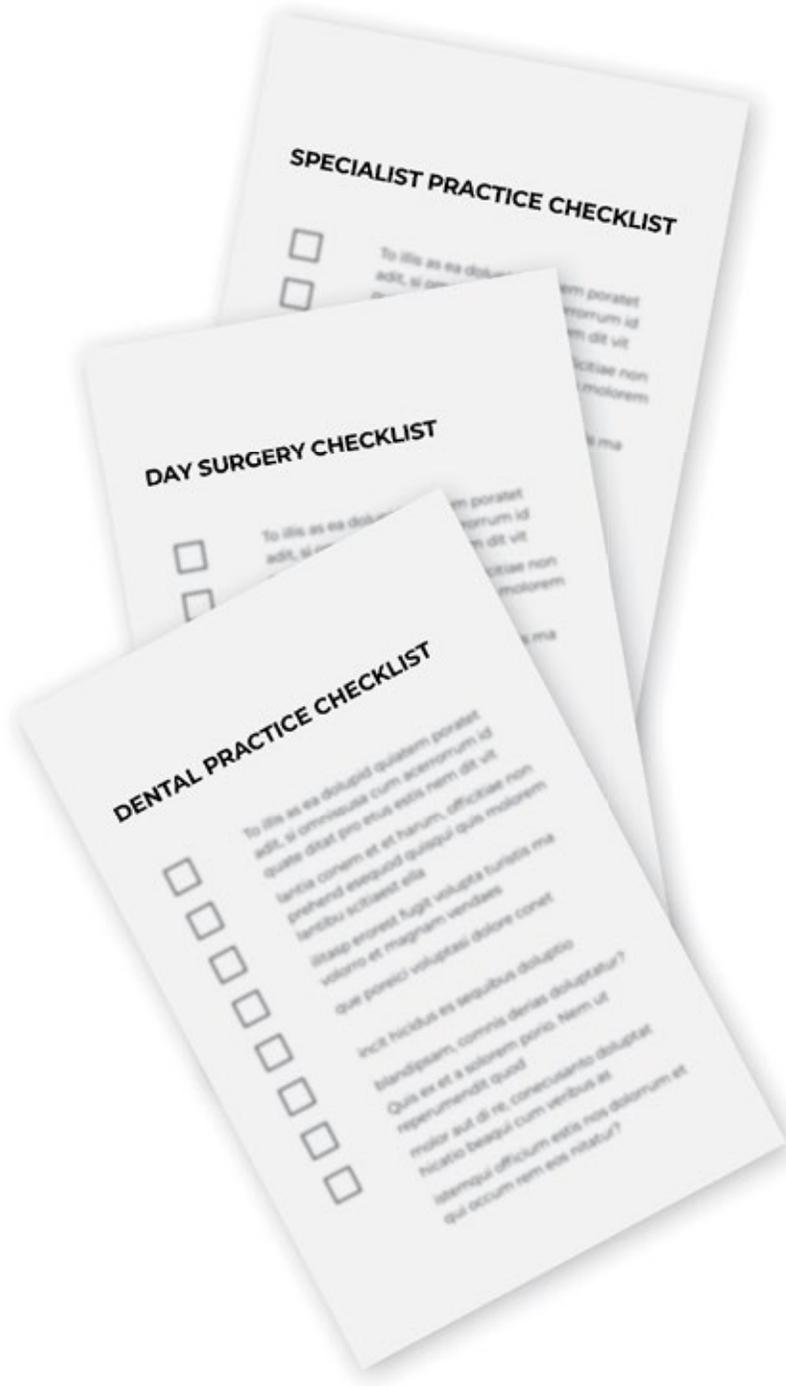


“*Logic* will get you from
A to B. *Imagination* will
take you anywhere.”

- Albert Einstein

PETER MACCALLUM CANCER CENTRE, MELBOURNE





“Recognising the *need* is the
primary condition for *design*.”

- Charles Eames



STRADINA CLINICAL UNIVERSITY HOSPITAL, RIGA LATVIA



CHAPTER FOUR

Design

NEW ROYAL ADELAIDE HOSPITAL, ADELAIDE

The importance of design

Good practice design should provide a inviting space of comfort and calm when people are feeling their most vulnerable. When designing a healthcare practice, it is important that the right balance between function and aesthetics is achieved to ensure a successful result.

Have you noticed that 'balance' seems to be a significant factor in the success of so many areas of life? It is a term applied to both the physical and metaphysical. We strive as a culture for 'work/life balance'. We balance our accounts for financial health. We watch our toddlers develop balance as they learn to walk. Balance supports growth.

In design, we aim for balance on every level as balance is one of the core tenets of good design. A well-designed environment contributes greatly to the perception of a practice and quality of care.

Design plays a huge part in the morale of staff and patients, the safety of a practice, work efficiency and the impression made.

It is no secret that a dull waiting room isn't the most pleasant of places to wait – especially when the patient is already feeling less than their best. Patient satisfaction is a vital part in boosting the morale of not only patients, but the staff and clinicians that work in the practice. Spacious layouts that are still as sterile as before but with a warm, welcoming and morale-boosting feel can reduce the chance of cross-infections, reduce noise levels and improve patient and staff moods.

As stated by the National Centre for Biotechnology Information in the UK, patient satisfaction is an important and commonly used indicator for measuring the quality in healthcare. Patient satisfaction affects clinical outcomes, patient retention and medical malpractice claims.

The interior and exterior design can also play a huge part in the safety of a healthcare practice, so it is vital that the design is right from the beginning. From improving accessibility to increasing ventilation and filtration for the control and prevention of the spread of diseases, there is so much that can be done to improve the overall running and everyday care a practice can provide.

Interior and exterior design also plays a part in the efficiency of a surgery. Good design will ensure lighting helps to enable visual

performance, noise is controlled, and room layouts are standardised so supplies and equipment are easy to find.

Making a good impression on the patients and staff that come in and out of the practice, as well

as those who may come into the practice in the future, is just as important as ensuring patient safety. Just as reception and waiting spaces need to be warm and inviting, clinical spaces need to be clean, sterile and appear to the patient as efficient and effective as they are.

“A well-designed environment contributes greatly to not only the *perception* of your practice but also the *quality of care*.”







Space planning

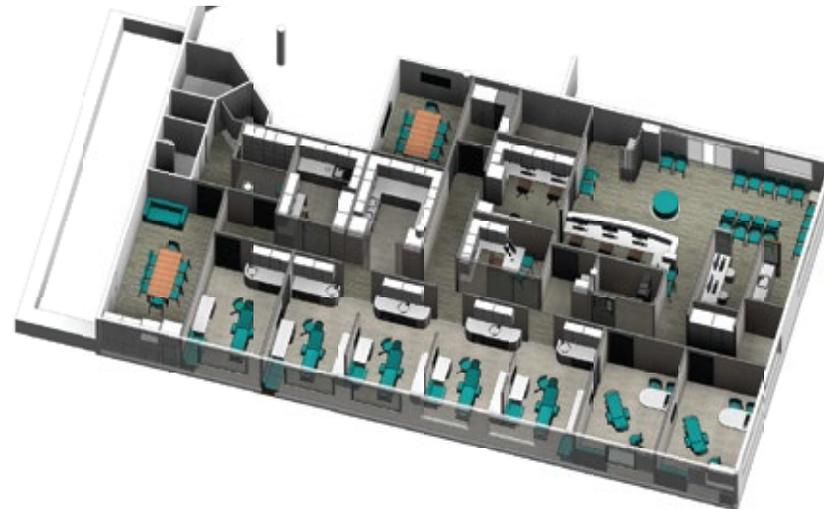
Space planning is a fundamental element of the interior design process. Starting with an in-depth analysis of how the space is to be used, the designer then draws up a plan that defines the zones of the space and the activities that will take place in each zone.

The space plan will also define the circulation patterns that enable people to efficiently move through the space.

The plan is finished by adding details of all the equipment, furniture and hardware

placements to ensure that critical clearances, essential paths of travel and human spatial needs have all been considered.

“Optimal space planning will *improve* both patient wellbeing and *staff productivity* alike and can deliver real benefits in maximising ROI from every square metre of available floor space.”



“Design can be *art*. Design can be *aesthetics*. Design is so *simple*, that’s why it’s so *complicated*.” - Paul Rand



THE ROYAL CHILDREN'S HOSPITAL, MELBOURNE AUSTRALIA



PROPOSED 1500mm HIGH PYLON SIGNAGE

SHARED ZONE

PASSING BAY

NEW 2100mm HIGH COLORBOND FENCE

PROPOSED MEDIC

AS2890.1 SIGHT LINE SHOWN HATCHED

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+RL 94.29

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Council and building approvals

The council and building approval of a healthcare practice will vary depending on the site location, project scope, project size and class of building. While the majority of councils have similar rules, their interpretation and application may be different.

It can be a time-consuming and complicated process. In many cases success or failure can hinge on having the right project specialists on your team. Working with an experienced team can greatly impact and increase the likelihood of a successful council approval outcome whilst freeing up the practice owners time to concentrate on their profession and primary income stream.

Some key reasons why you'll need to apply to council for a Development Application (DA) or Planning Permit (PP) approval:

- Changing the use of building/space
- Creating a new development
- Extending existing premises
- Conducting external alterations
- Making changes to the shopfront
- Installation of new signage

If minor non-structural internal works are carried out, a Complying Development Certificate (CDC) or Building Permit issued by a Principal Certifying Authority or Building Surveyor may be the only requirements. This is a simpler and speedier process and will allow approvals to be obtained outside of council.

Other types of council approvals that may be required prior to or during the construction phase:

- Construction Certificate (CC) – required before commencing work on a project
- Planning Permit (PP) – required before commencing work on a project
- Occupancy Certificate (OC) – required prior to operating as a business in that space

There are also other reports that the council may require, depending on the project or location:

- Heritage Report
- Traffic Management Plan
- Site Access Plan
- Safety Management Plan
- Statement of Environmental Effects
- Acoustic Report
- Fire Engineering Compliance Report
- Construction Management Plan
- Building Code of Australia (BCA) Report
- Structural Engineering Report
- Structural Adequacy Report
- Waste Management Plan
- Section J or NABERS Report
- Geotechnical Report
- Stormwater and Sediment Control Plan
- Dilapidation Report
- Site Survey
- Water Tap-in Approval
- Noise Impact Report
- Social Impact Study
- Hydraulic Reticulation Plan
- Mechanical Plan
- Heat Ventilation Air Conditioning Plan



The Project *Team*

The Interior Designer

An interior designer will plan, research, coordinate and manage the project — enhancing a space's interior to achieve a more aesthetically pleasing environment.

The Clients

A client will be involved in the process from start to finish and invited to collaborate with the team at all touchpoints to meet the desired outcome.

The Project Manager

A Project Manager will manage the project from initial feasibility through to the design and delivery of the final completed project.

The Interior Stylist

An interior stylist will use visual mediums to focus on the furnishings and finishes in helping plan and prepare the interior of a space.

The Architect

An architect will lead the process of creating a compliant and functional space— from concept design to construction and completion of a space.

Design

كليفلاند كلينك أبوظبي
Cleveland Clinic Abu Dhabi

“*Design* is not just about
what it *looks* like and *feels*
like, design is how it *works*.”

- Steve Jobs

The role of an architect

Architects are professionals who lead the process of creating functional spaces. An architect is involved in every part of the process — from concept and design to construction and completion of a space.

An architect worth their salt will blend a deep understanding of correct building practices with an intuitive eye for design — creating a healthcare practice that is as practical as it is attractive.

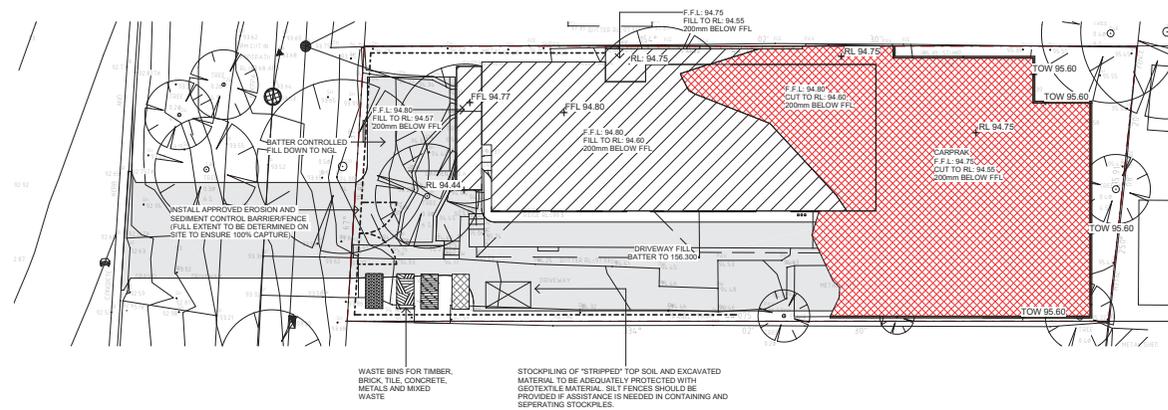
At the start of a project, an architect will work with the client and other stakeholders to fully understand the

needs and goals of the organisation. From the first draft, the architect is designing with the experience of the patient and practitioner in mind, ensuring that the patient is comforted whilst the practitioner has everything they require to do their work efficiently.

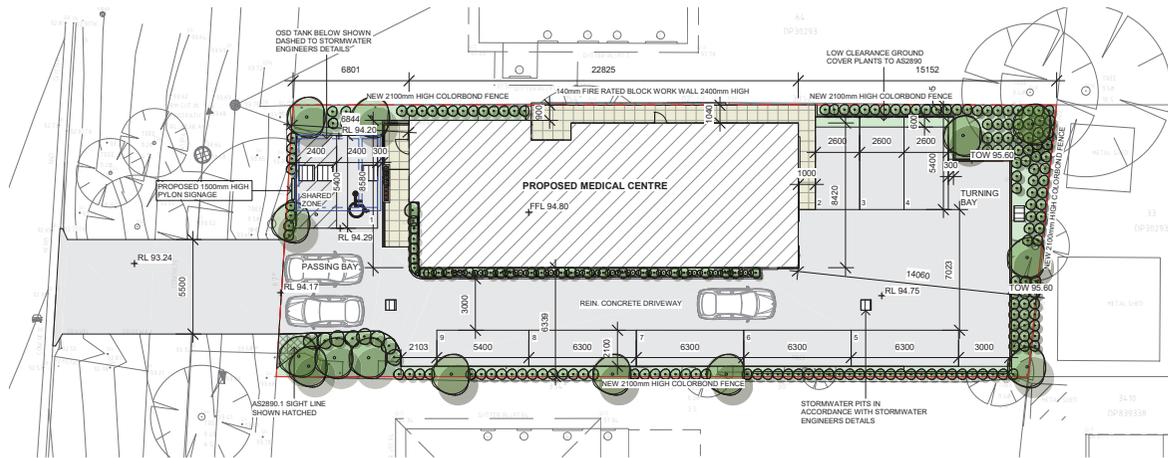
Of course every project comes with challenges, but an architect experienced in healthcare design

“...every project comes with challenges, but an architect experienced in healthcare design will understand all relevant building compliance regulations”

66 will understand all relevant building compliance regulations at the local and national levels — ensuring the building will be approved for practice without costly and unnecessary delays.



1 PROPOSED CUT & FILL, WASTE & SITE MANAGEMENT PLAN
1: 200



1 PROPOSED SITE PLAN
1: 200



The role of an interior designer

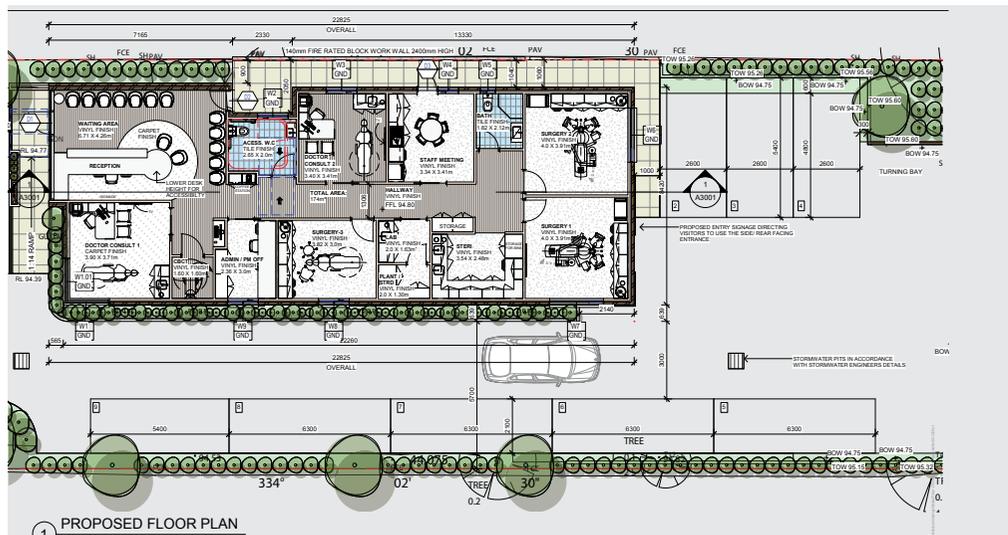
Interior design is the art and science of enhancing the interior of a space to achieve a more aesthetically pleasing environment. An interior designer is someone who plans, researches, coordinates and manages such projects.

Interior design is a multifaceted profession that includes conceptual development, space planning, site inspections, communicating with project stakeholders, construction management and execution of the design.

The role of an interior designer is to:

- Educate clients on design principles and trends
- Guide the entire creative process
- Ensure that the design meets the required Australian Standards, Compliance and Guidelines
- Work with the construction team to realistically make things work





The role of the interior stylist

An interior stylist is someone who will help plan and prepare the interior of a space. Your stylist will create moodboards with a strong focus on the furnishings and finishes. They'll also prepare and advise on the “soft” furnishings in an environment like fabrics, artwork, rugs and accessories.

The interior stylist works cohesively with the designer and architect to create the mood for every project, showcasing how most elements in the practice come together aesthetically. They always work closely with the interior designer to ensure that the vision flows consistently throughout the practice.

“The interior stylist works cohesively with the designer and architect to create the mood for every project, showcasing how most elements in the practice come together aesthetically.”







Mood and selection boards

Every practice has a different brand objective and DNA. Mood and Selection boards are effective design tools to help clarify this vision. What is “traditional” or “classic” to one person, may be quite different to another. A visual representation helps to remove this ambiguity and ensures the vision of both the designer and client is closely shared from the project starting point

“Mood and selection boards *bring great design ideas to life*, collecting ideas and *inspiration in one place* to allow all parties to *visualise the finished project.*”

1. Mood Boards - act as a concept board to show images and/or finishes that honour the brief and overall style of the project. They can also be used at the beginning of a large project where numerous finishes are looking to be used and an ‘indicative’ overall concept is being presented.



2. Selection Boards represent the actual finishes that are being used or proposed for a project. The layout of these boards is a more detailed process because the materials are grouped into specific areas

of the practice. i.e. reception, waiting, consult, surgery and treatment rooms are all flowing around the board, telling a story. If there are multiple finishes or the practice is large, separate ‘front of house’ and ‘back of house’ boards are created. Flooring usually starts at the bottom of the boards and then moves to walls and joinery with lighting images at the top.



D E N
& FACIAL



CHASTANO
DENTAL

What is your brand identity?

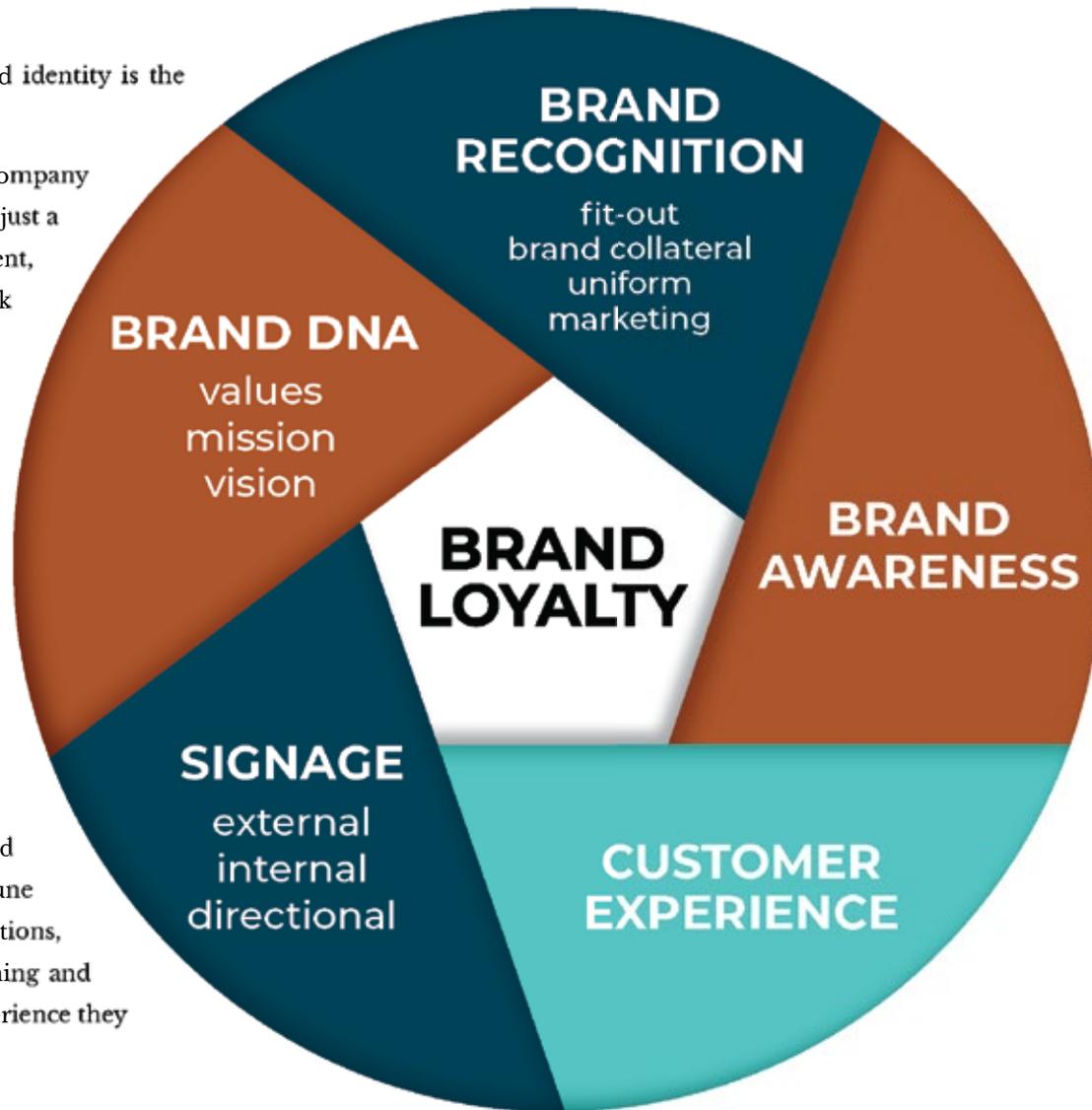
Just like your personality makes you uniquely you, brand **identity is the** thing that sets a business apart from its competitors.

Brand identity is the collection of all elements that a **company** creates to portray the right image to its consumer. It is not **just a** logo, the signage on the building or the internal environment, but a combination of these elements and how they work together.

A healthcare practice's brand identity is what ensures it is instantly recognisable to patients. Signage (both internal and external) and the representation of the brand colours and elements in the fit-out all play a very important role in the clarity and consistency of the brand message received by patients.

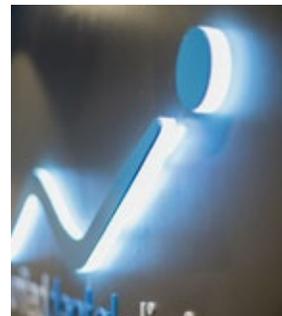
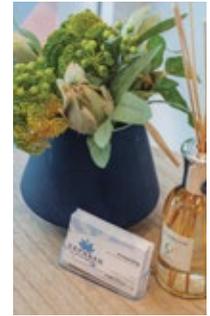
A strong brand distinguishes a practice from its competitors and will act as a mark of consistency and quality — providing a reference point that helps guide staff in delivering brand values and key messaging.

Customer loyalty doesn't just happen – it's carefully crafted and built strategically. Healthcare practices are not immune from the challenge all businesses face to build their reputations, goodwill and customer facing brands. Branding, positioning and advertising will get patients through the door and the **experience they** have should keep them coming back.





Design



“Design adds *value* faster than it adds *cost*.” - Joel Spolsky



REY JUAN CARLOS HOSPITAL, MADRID

Writing a design brief

The role of a design team is to creatively bring the vision for a practice to fruition. This is achieved by producing a set of plans and specifications that ensure the finished project embodies the penultimate articulation of the initial vision.

In order to bring a vision to life, the design team needs to be clear on the vision from the outset. A great deal hinges on the detail and clarity around the initial client brief. In fact, it is a primary contributor to the brand's ultimate success.

Through a detailed brief, the design team is able to provide the project team with information, ideas and images needed to create the exact healthcare practice imagined.

With the design brief in hand, the design team then applies their expertise to ensure the key elements are carried through whilst meeting regulatory compliances, best practice and other value-adding considerations.

The architect and/or designer will need to know:

- The project aims
- The budget
- The desired design style (contemporary, high-tech, matching the existing style and sustainable design)
- The reasons for embarking on this building project: what activities are intended for it?
- Authority: who will make the decisions about the designs, costs and constructions when the project is underway?
- Overall expectations: what is the project hoping to achieve – more space, more light, greater variety of uses, greater flexibility etc...
- Plus, all of the micro details, such as:
 - Preferred size of waiting room
 - Number of receptionists/administration staff required
 - Refresh area
 - Kids' area
 - Size and character of the staffroom
 - Need for meeting rooms, with audio visual and teleconferencing facilities
 - Specialist equipment – ceiling mounted microscopes, vaccine fridges, ultrasound equipment, exam lights, electric beds and dental chairs
 - Security requirements
 - Audio systems



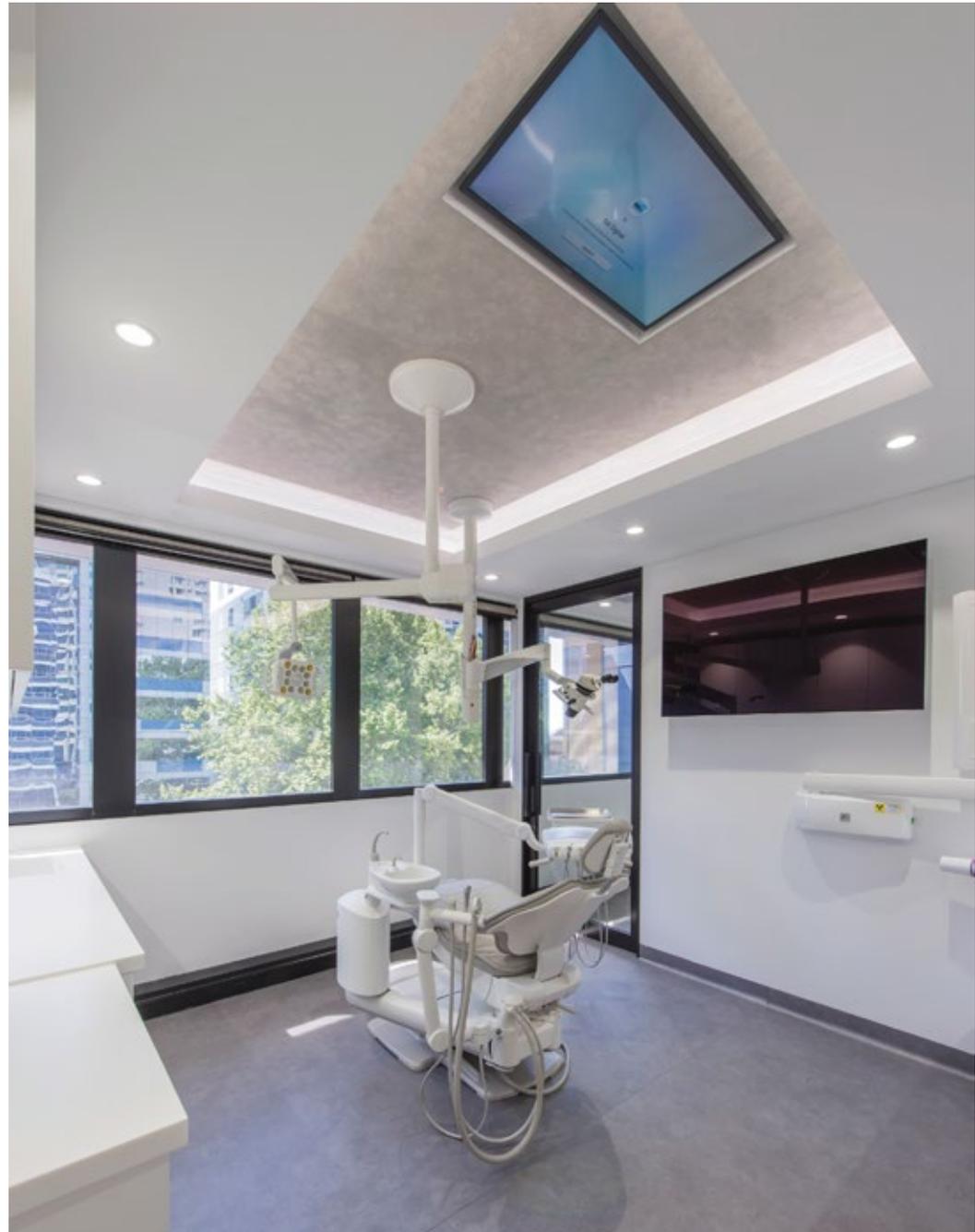
Choosing the right equipment

In some types of healthcare practices, for example dental or radiology, equipment is an integral part of the practice.

The equipment chosen may have a significant impact on the quality of patient care and is also an important element in the design and fit-out of any practice.

As designers, it is important to know what type and brand of equipment will be put into a practice because of size and technical requirements. In general, the sooner the equipment is selected, the sooner it can be incorporated into the design.

“The equipment chosen may have a *significant impact* on the *quality of patient care* and is also an important element in the design and fit-out of any practice.”



Concept Bubble Diagram

This marks the first step in the design journey. It is where the designer begins the space planning process and organises key areas and their optional connectivities and relationships within the available floor space. The bubble diagram provides a strong foundation for further development and refinement throughout the design evolution process — ensuring all considerations in the final floor plan schematic.

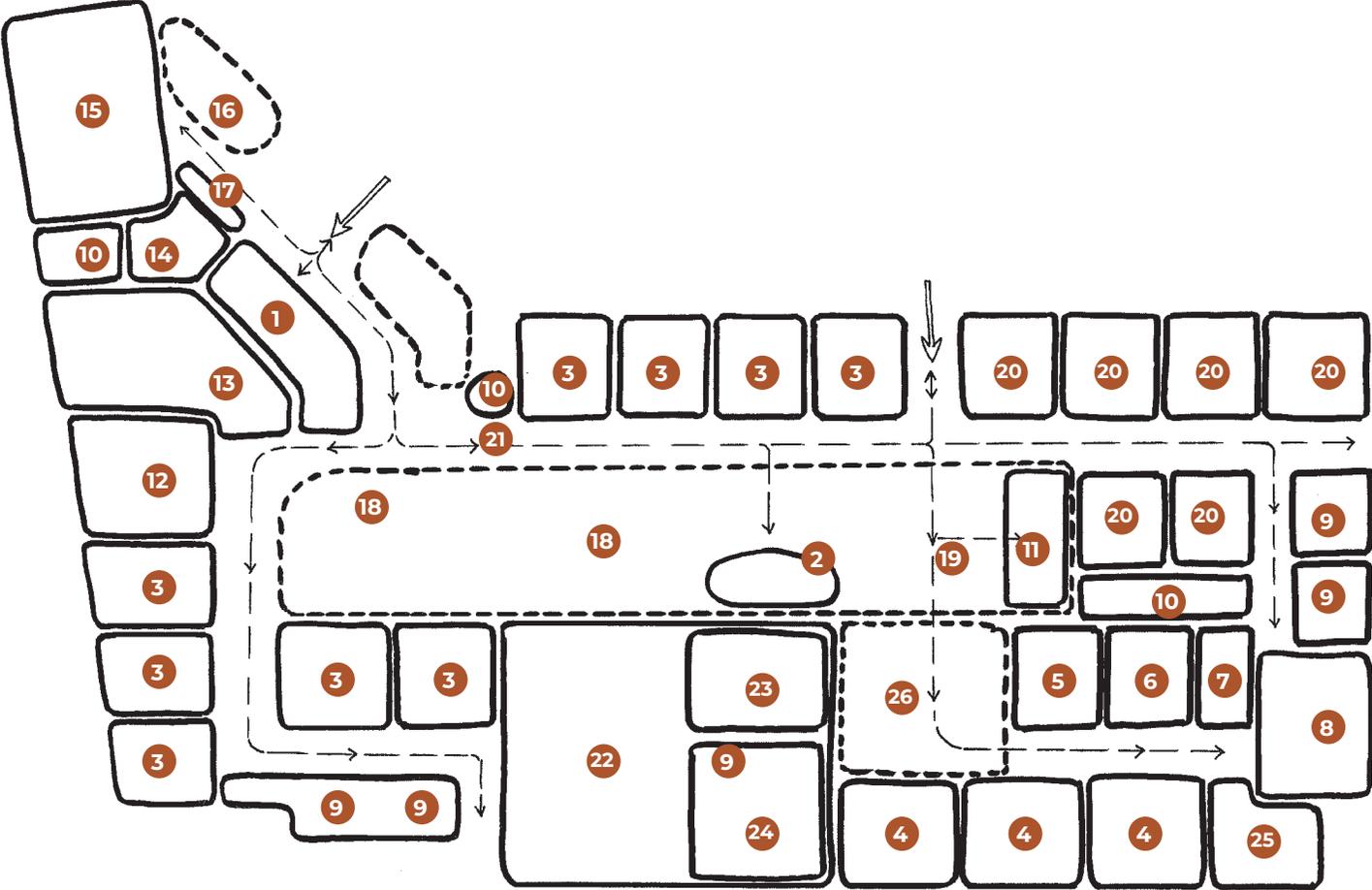
Concept Hand Sketch

Following the bubble diagram, the designer then adds layers of detail, ensuring every area and room with the space performs is well-utilised for its intended function. This is where the designer begins visualising the finished space; lines of sight, signage, wayfinding, privacy and other factors are considered and become clear as the floor plan details begin to take shape.

Detailed CAD floorplan

The final stage of concept design is CAD drafting. This is where the floor plan and every detail is drawn accurately to scale. Corridor widths, doorways, latch side clearance, circulation spaces, accessible areas and furniture are drawn with millimetric accuracy to ensure all the designer's sketched details fit and comply with relevant building codes.

CONCEPT BUBBLE DIAGRAM



CONCEPT HAND SKETCH



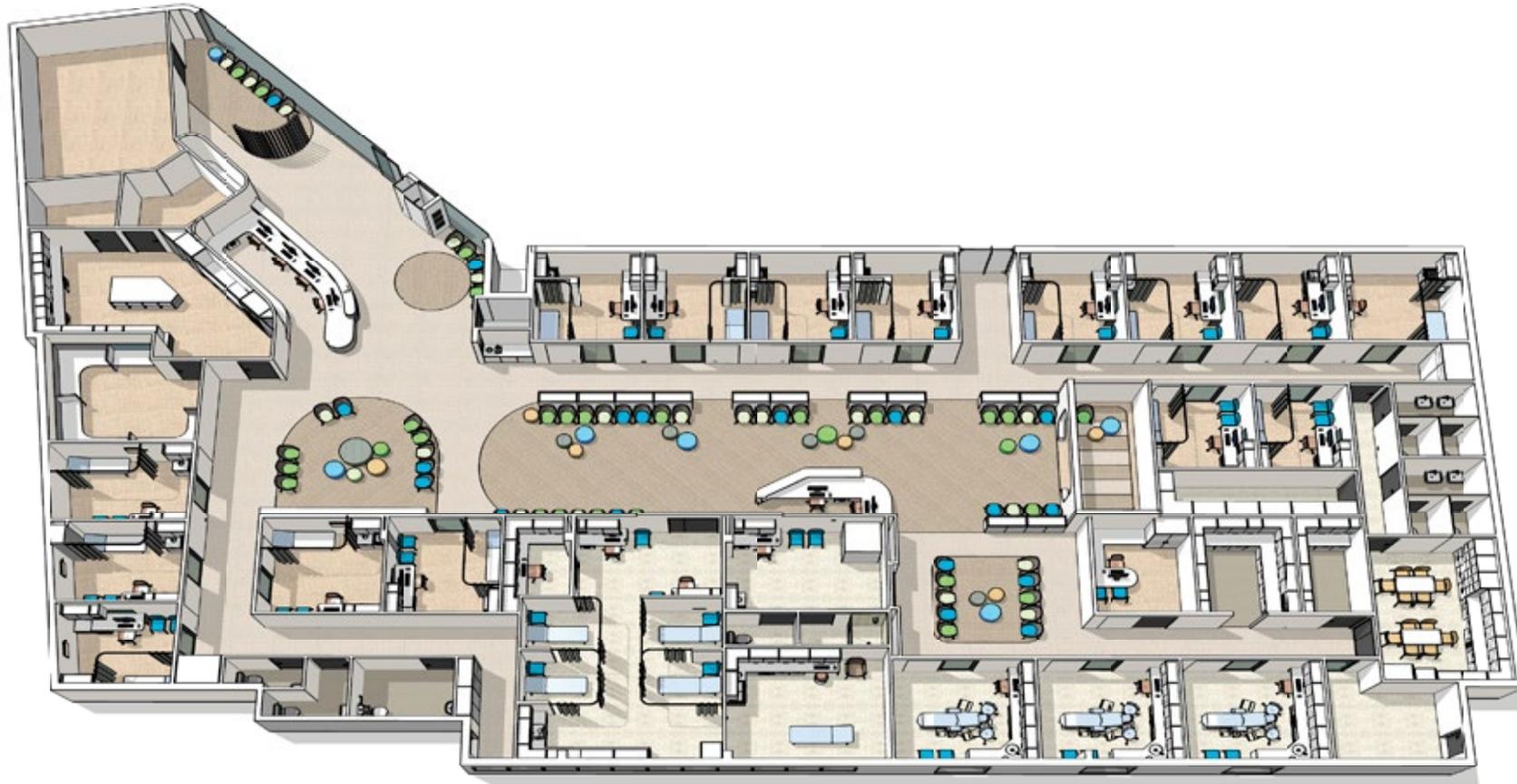
DETAILED CAD FLOORPLAN

Key

- | | | |
|-------------------------|-----------------------|------------------------|
| 1. main reception | 10. store | 19. specialist waiting |
| 2. dental reception | 11. kids play area | 20. specialist consult |
| 3. medical consult | 12. call centre | 21. water station |
| 4. dental surgeries | 13. admin | 22. treatment |
| 5. dental consult | 14. IT | 23. drug testing |
| 6. dental sterilisation | 15. radiology | 24. procedure room |
| 7. dental lab | 16. radiology waiting | 25. plant room |
| 8. staff room | 17. self check-in | 26. dental waiting |
| 9. wc | 18. medical waiting | |



COLOURED CAD 3D FLOORPLAN



COLOURED CAD FLOORPLAN

Key

- | | | |
|-------------------------|-----------------------|------------------------|
| 1. main reception | 10. store | 19. specialist waiting |
| 2. dental reception | 11. kids play area | 20. specialist consult |
| 3. medical consult | 12. call centre | 21. water station |
| 4. dental surgeries | 13. admin | 22. treatment |
| 5. dental consult | 14. IT | 23. drug testing |
| 6. dental sterilisation | 15. radiology | 24. procedure room |
| 7. dental lab | 16. radiology waiting | 25. plant room |
| 8. staff room | 17. self check-in | 26. dental waiting |
| 9. wc | 18. medical waiting | |



3D RENDER



ACTUAL PHOTOGRAPH



3D RENDER



ACTUAL PHOTOGRAPH





CHAPTER FIVE

Construction

RICHARD DESMOND CHILDREN'S EYE CENTRE (RDCEC) MOORFIELDS EYE HOSPITAL, LONDON

Role of a project manager

The role and scope of a Project Manager will vary from project to project and company to company. A strong Project Manager will add significant value throughout the project timeline, from initial feasibility through to the design and delivery of the final completed project.

A key consideration in a Project Manager's role is the recognition that risk directly impacts the likelihood of success and that this risk must be both formally and informally measured throughout the lifetime of a project.

It is normal for risks and challenges to arise throughout a project, however an effective Project Manager will work to negate these and focus on primary concerns. A good project manager can lessen risk significantly, ensuring projects are delivered with minimum unforeseen delays and cost overruns.

The role of the project manager encompasses many activities, including:

- Planning and defining scope
- Activity planning and sequencing
- Resource planning
- Developing project schedule or timeline
- Costing and value engineering
- Developing the project budget
- Documentation
- Risk analysis
- Managing risks and issues
- Team leadership
- Working with vendors
- Benefit realisation
- Quality control





Role of a site supervisor

Working closely under the direction of the Project Manager, the Site Supervisor's main role is the management and supervision of the construction site in accordance with the work health and safety guidelines. It's the responsibility of the Site Supervisor to assess any hazards, determine risks, conduct regular inspections and maintain the safe work programme.

Responsible for projects from beginning to end, a Site Supervisor's role includes:

- Supervising workers, subcontractors and work activities
- Preparing and presenting site inductions and safety briefings
- Assessing and managing safety hazards
- Ensuring appropriate site rules and welfare facilities are in place
- Carrying out regular site inspections
- Helping Project Managers to plan the work programme
- Coordinating the delivery of materials, plant and equipment
- Completing records for site reports
- Ensuring compliance with relevant legal requirements, processes and procedures
- Organising and overseeing external inspections

A Site Supervisor reports directly to the Project Manager, with the two of them working cohesively as a team to deliver the project.

Project delivery methods

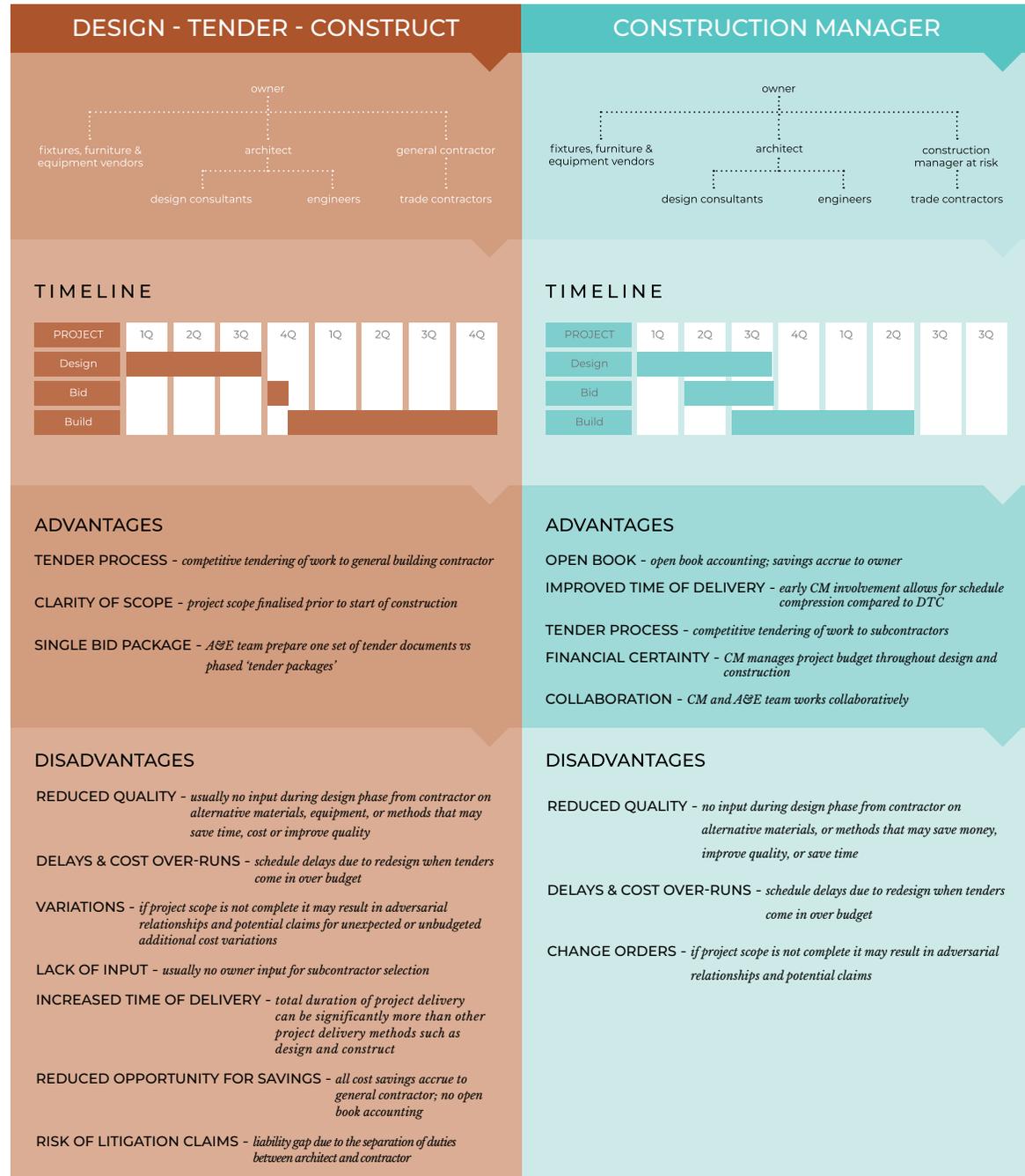
The method by which a building, or fit-out or any type of improvement is designed and constructed is an important consideration prior to beginning a project, as it has a significant impact on cost, risk and the overall timeline to completion.

There are several project delivery methods that could be used for a design and construction project including:

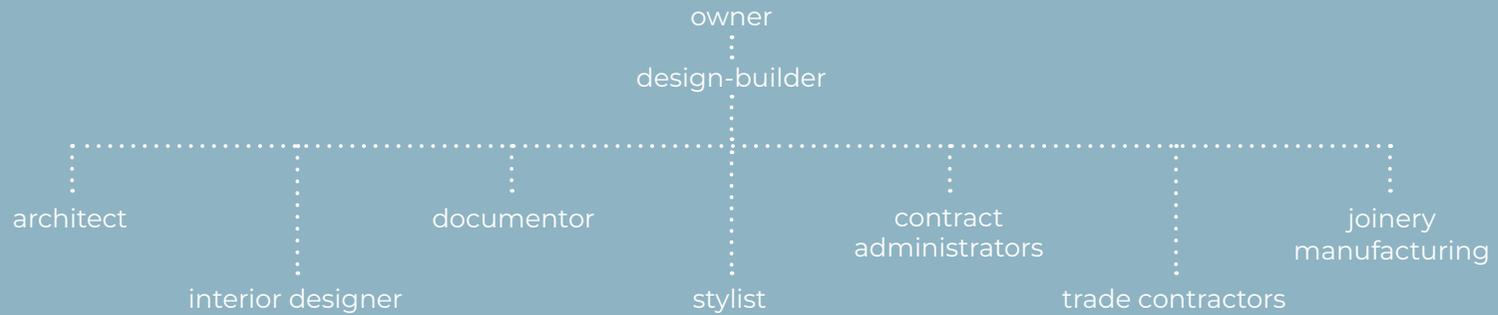
Tender - Construct

- Design (DTC)
- DTC with Construction Management (DBB with CM)
- Design-Construct (D&C)
- Design-Build-Operate-Maintain (DBOM)
- Build-Operate-Transfer (BOT)
- General Contractor/Construction Manager (GC/CM, GCCM, or CM/GC)
- Integrated Project Delivery (IPD)
- Public-private partnership (PPP, 3P, or P3)
- Architecture & Engineering (A&E)

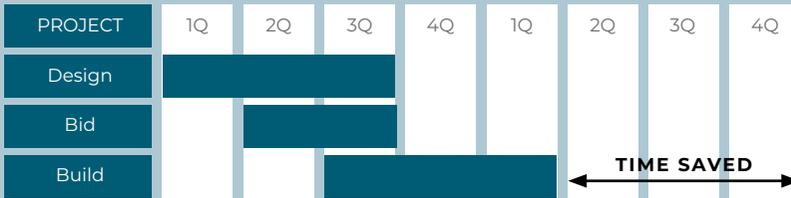
Here are three of the most commonly used project delivery methods compared against each other.



DESIGN - CONSTRUCT



TIMELINE



Owner contracts directly with design-builder
 Design-builder contracts directly with subcontractors
 Design-builder contracts directly with A/E
 Used for more than 40% of non-residential construction projects

ADVANTAGES

- SINGLE SOURCE OF RESPONSIBILITY - *one entity is held accountable for cost, schedule and performance*
- RELATIONSHIP WITH DESIGNER - *the owner/designer interface is maintained*
- FASTEST DELIVERY - *collaborative project management means work is completed faster and with fewer problems*
- BETTER QUALITY - *design-builders meet performance needs, not minimum design requirements, often developing innovations to deliver a better project than initially imagined*
- COST SAVINGS - *an integrated team is geared toward efficiency and innovation*
- PROCUREMENT INPUT - *owner input on all subcontractor selection*
- DECREASED ADMINISTRATIVE BURDEN - *owners can focus on the project rather than managing disparate contracts*
- REDUCED RISK - *the design-build team assumes additional risk*
- REDUCED LITIGATION CLAIMS - *by closing warranty gaps owners virtually eliminate litigation claims*
- TENDER PROCESS - *competitive tendering of work to subcontractors*
- GMP - *guaranteed maximum price established prior to construction*

DISADVANTAGES

- FEWER QUALIFIED FIRMS - *GCs and CMs with experience delivering projects in a design-tender-build role, or CM at risk may lack expertise in design-build delivery*



PROJECT TIMELINE

The construction programme

SIDRA MEDICAL AND RESEARCH CENTRE, QATAR

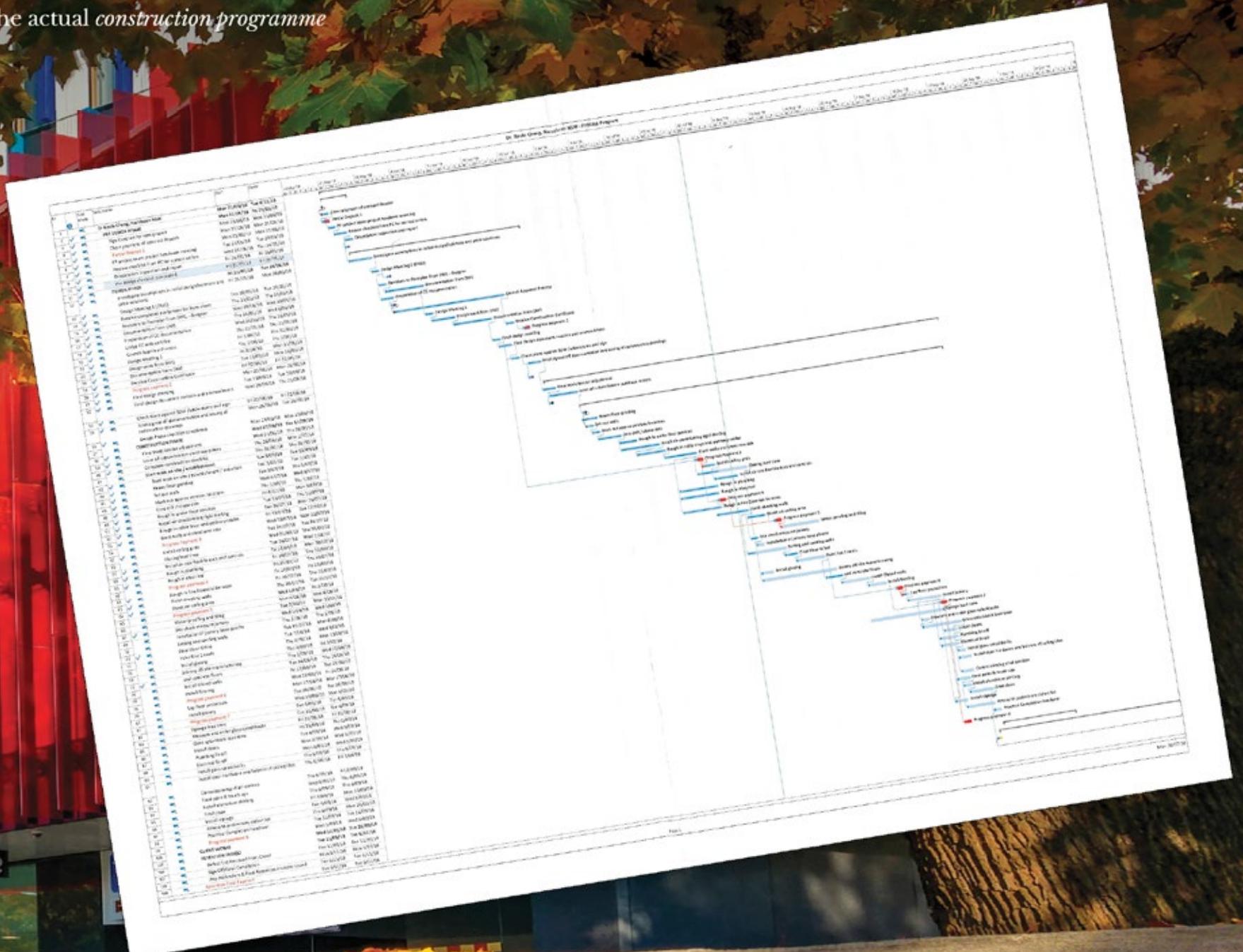
“Eventually *everything connects*.
The quality of the connections is
the *key to quality*.”

- Charles Eames



PROJECT TIMELINE

The actual construction programme





1

APPROVALS/CERTIFICATION



2

DEMOLITION



3

WALL SET-OUT



13

MEASURE UP FOR JOINERY



14

JOINERY MANUFACTURING



15

FIRST APPLICATION PAINTING



SLAB SCAN AND
DRILLING CORE HOLES



INSTALLATION OF CEILINGS



INSTALLATION OF FIRE SERVICES



INSTALLATION OF JOINERY BASES



FLOOR COVERING INSTALLATION



JOINERY INSTALLATION



INSTALLATION OF AIR-CONDITIONING



INSTALLATION OF STEEL FRAMES



FLOOR PREPARATION



**COMPLETE ELECTRICAL,
LIGHTING AND DATA**



INSTALLATION OF PLUMBING FIXTURES



FINAL PAINTING



10

ELECTRICAL & DATA ROUGH-IN



11

PLUMBING ROUGH-IN



12

PLASTERING



22

SIGNAGE INSTALLATION



23

FINAL CLEANING



24

PRACTICAL COMPLETION

“The best way to predict
the *future* is to *create it*.”

- Abraham Lincoln





“If you do it *right*,
it will *last forever*.”
- Massimo Vignelli

A photograph of the Peter MacCallum Cancer Centre in Melbourne at dusk. The building is a modern, curved structure with multiple floors of glass windows, some of which are illuminated from within, casting a warm glow. The sky is a mix of purple and blue. In the foreground, there are trees and a street with a traffic light and a car. A white semi-transparent box is overlaid on the center of the image, containing the chapter title.

CHAPTER SIX

Gallery

PETER MACCALLUM CANCER CENTRE, MELBOURNE



Gallery



ZEN MEDISPA

Dr Huy Tang | Dr Daniel Kwok | Dr Hung Nguyen

224 SQM





HUNTERS HILL ORTHODONTICS

Dr Teriko Rex

132 SQM





HUNTERS HILL
- ORTHODONTICS -





the
goodTM
dentist

Gallery



THE GOOD DENTIST
Dr Garreth McBride
99 SQM





CHATSWOOD DENTAL SPECIALISTS

Dr Mehdi Rahimi | Dr Ehsan Mellati | Dr Ben Lee

294 SQM







CAL CENTR



Gallery

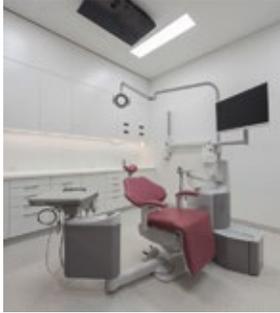


CASTLE HILL MEDICAL CENTRE

Mr Ian Lowe

1151 SQM





SMILES UNLIMITED

Dr Nabil Matti

229 SQM





smiles
unlimited





The Male Clinic



Gallery



THE MALE CLINIC
Dr Chi Can Huynh
159 SQM





NORWEST GENERAL PRACTICE
Dr Jeremy Tham | Dr Aaron Tan
968 SQM







CHECK IN


umbrella

Gallery



UMBRELLA HEALTH
Mr Michael Cochrane
148 SQM





BRIGHTSIDE MEDICAL

Dr Brian Huang | Dr Elizabeth Nguyen

179 SQM





BRIGHTSIDE
MEDICAL



Gallery



SOUTH COAST UROLOGY

Mrs Kathy Mathieson

432 SQM



“WE WOULD LIKE TO EXTEND OUR **HEARTFELT** THANKS TO THE PERFECT PRACTICE TEAM FOR BUILDING OUR **DREAM** MEDICAL PRACTICE. WE WERE **IMPRESSED** WITH THE *PROFESSIONALISM* AND **CARE** THEY DEMONSTRATED IN UNDERSTANDING THE VISION OF OUR BUILD. THEY PROMISED A **QUALITY** BUILD WITHIN THE DESIGNATED TIMELINE, WHICH THEY DELIVERED SUCCESSFULLY. WE ARE PLEASED WITH THE SPECIFIC DESIGN FEATURES PERFECT PRACTICE RECOMMENDED THAT MAKE USING OUR MEDICAL CENTRE INTUITIVE FOR STAFF AND PATIENTS. WE HAVE RECEIVED MANY COMPLIMENTS ON HOW **BEAUTIFUL AND MODERN** OUR MEDICAL PRACTICE IS. **THANKYOU** TO THE ENTIRE TEAM AT PERFECT PRACTICE FOR CREATING THE HOME OF BRIGHTSIDE MEDICAL, WILLIAMSTOWN.”

Dr Brian Huang & Dr Elizabeth Nguyen, Brightside Medical

“I wanted to build a practice where patients walk in and do not feel like they are walking into a dental clinic but a *five-star hotel*. Perfect Practice totally realised that vision with a *free-flowing layout, tasteful aesthetics and quality finishes*. The way I judge a builder is not whether there are hiccups that occur along the way – there are bound to be hiccups for a major building project – but in how they resolve an issue. I hold Perfect Practice in *high regard* for the way they remain calm in every situation, always *focused on the solution*, instead of pointing fingers or casting blame. No other fit-out firm could have done a better job than what Perfect Practice has delivered. That’s the way I approach many things in life: *Either go the whole hog to get the best possible results or forget about it!* That’s why I picked the *best healthcare design* and building company for the task!”

Dr Nabill Matti, Smiles Unlimited



CENTRE SURGERY &
SKIN CANCER CLINIC

Dr Sam Qin

299 SQM





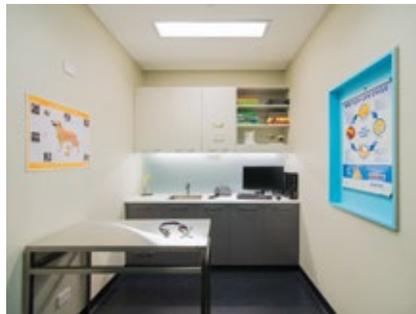
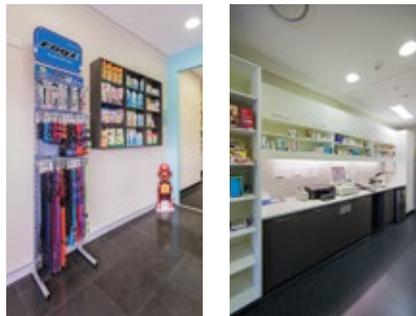
VET CENTRAL Animal Hospital



Gallery



VET CENTRAL ANIMAL HOSPITAL
Dr Jay Dulichan
115 SQM

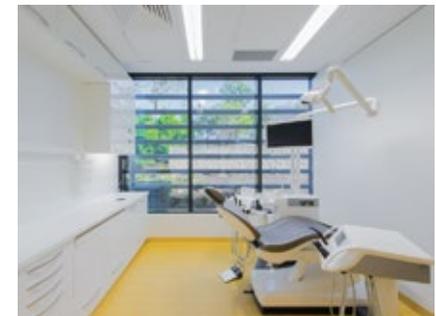
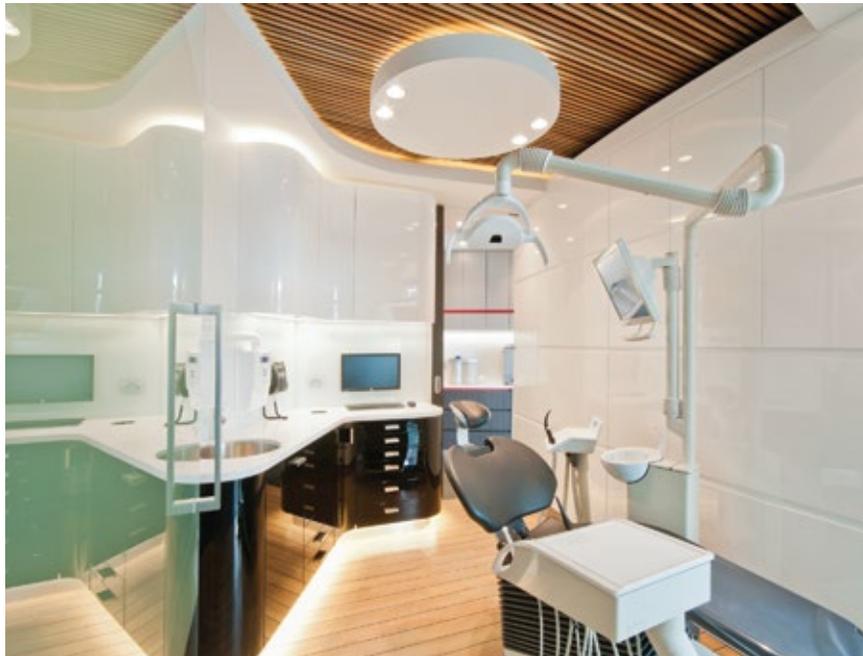




M DENTISTRY

Dr Andrew Maratos

58 SQM







Gallery



HUGH FLEMING DENTISTRY
Dr Hugh Fleming
189 SQM

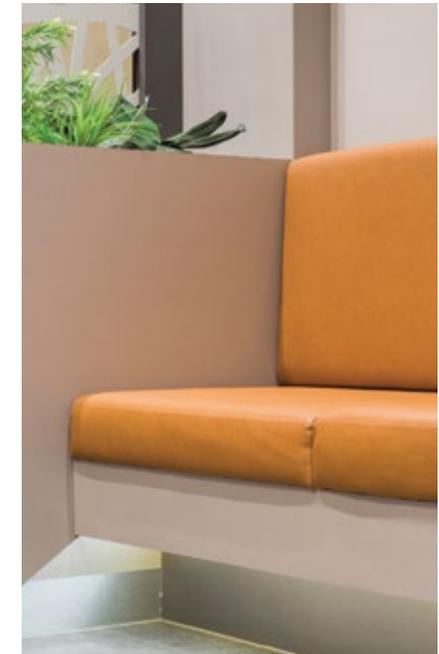




CONCEPTUAL DENTISTRY

Dr Sai Paidi

88 SQM







**Rooftop
Medical Practice**

*Technology
Thoughtful*



Gallery

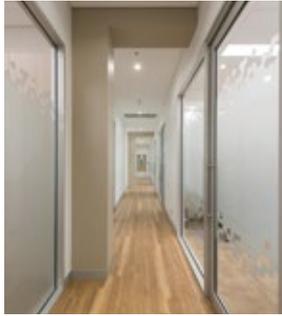


ROOFTOP MEDICAL CENTRE

Dr Minoka Jayatileke

320 SQM





CANBERRA IMPLANT & PERIODONTAL CENTRE

Dr Gregory Peake

306 SQM





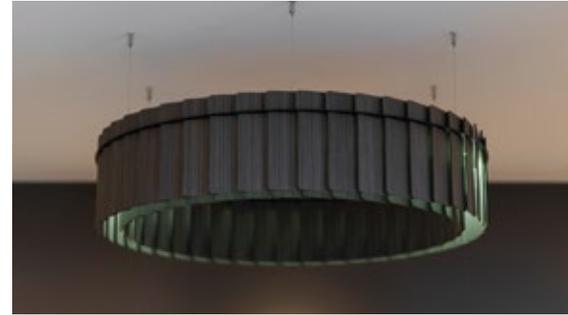
CIPC
CORPORATE INVESTMENT
PROMOTION BOARD




my family health
medical center



Gallery



MY FAMILY HEALTH MEDICAL CENTRE

Dr Ben Touma | Mr Waheed Akhtar

447 SQM

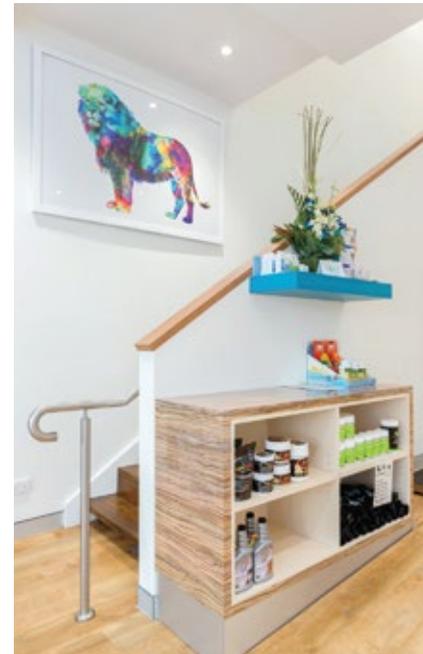




BALMAIN VILLAGE VET CLINIC

Dr Manuela Trueby

129 SQM



VET

Specialist Veterinary Services
Bahrain Cat Hotel
General Medicine
Allergy Therapies
Homeopathy
Acupuncture
Nutrition
Laser Therapy



“My interaction with Perfect Practice was *first class* from start to finish. The planning that went into my practice was immense. They ensured I got the maximum from each interaction with the team. The interior design *expertise* shines through in the finished product. The fit-out team were *exceptional* and ensured the project finished on schedule. We are so *proud of our practice*. The *patients love it*, and they feel at home every time they visit The Good Dentist. Thanks to Perfect Practice.”

Dr Garreth McBride, The Good Dentist

“PERFECT PRACTICE PROVIDED US A COMPLETE **TURN-KEY SOLUTION** TO OUR BRAND NEW PRACTICE. WE WERE EXTREMELY **HAPPY** WITH THE SERVICE THEY PROVIDED, FROM PROJECT START TO FINISH. THEIR APPROACH WAS VERY **PROFESSIONAL**, AND THE SERVICE PROVIDED FAR EXCEEDED OUR **EXPECTATIONS**. WE HAVE COMPLETE FAITH IN RECOMMENDING THEM TO POTENTIAL PRACTICE OWNERS EITHER CONSIDERING AN UPGRADE OR A BRAND-NEW MEDICAL/DENTAL PRACTICE. WE WILL CONTINUE DEVELOPING THE SECOND PHASE OF OUR PRACTICE WITH PERFECT PRACTICE IN THE NEAR FUTURE. THE TEAM AT PERFECT PRACTICE HAVE BEEN AN **ABSOLUTE DELIGHT TO WORK WITH** AND WE LOOK FORWARD TO WORKING WITH THEM IN THE NEAR FUTURE.”

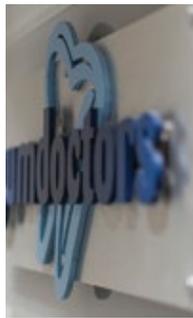
DR MINOKA JAYATILEKE, ROOFTOP MEDICAL CENTRE

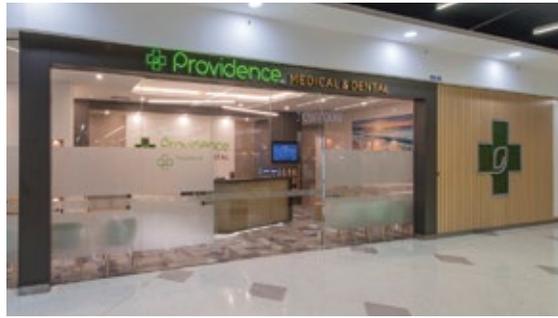


Gallery



GUM DOCTORS
Dr Vijay Tumuluri
123 SQM





PROVIDENCE MEDICAL GROUP

Mr Steve Bunston

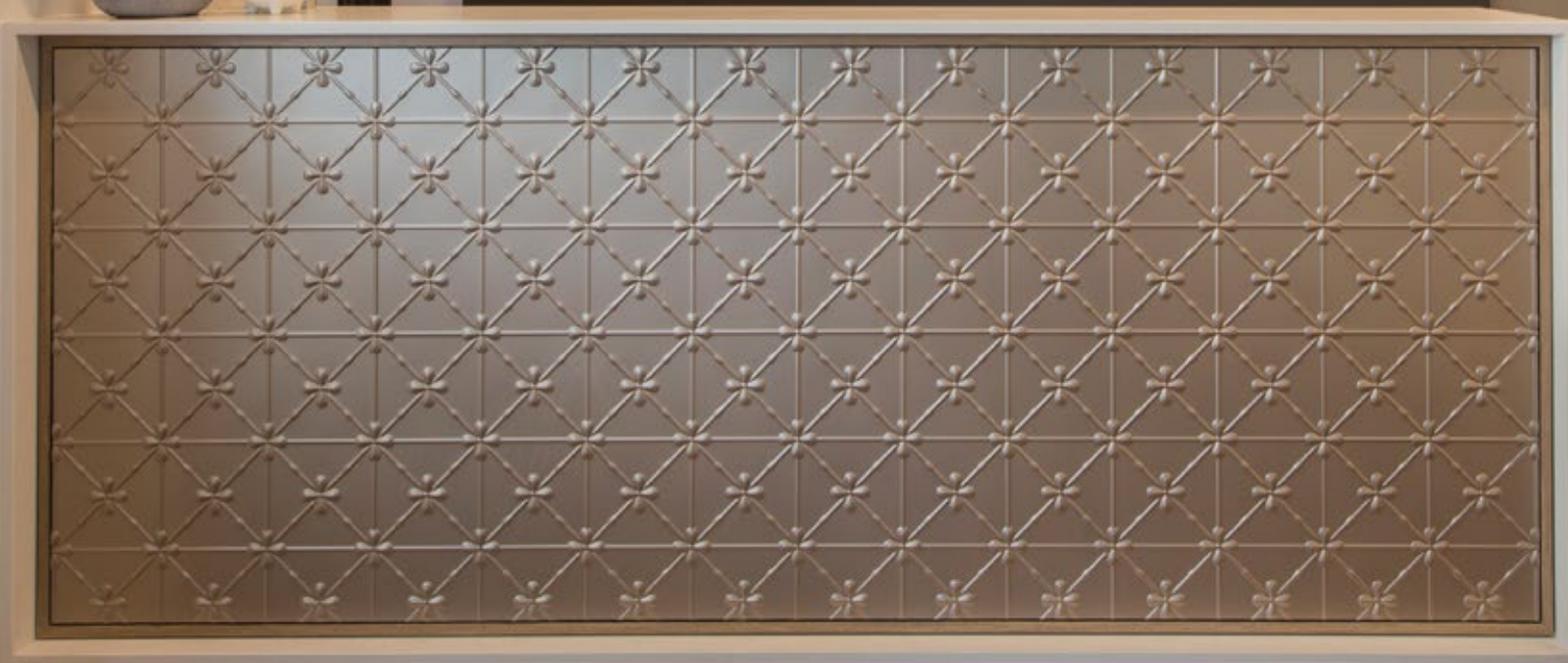
239 SQM





Providence
MEDICAL & DENTAL





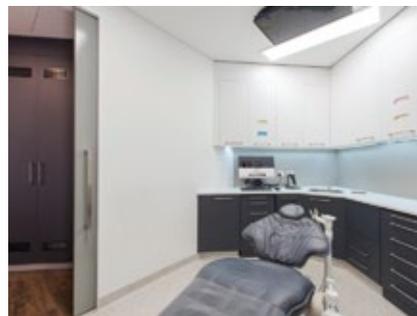
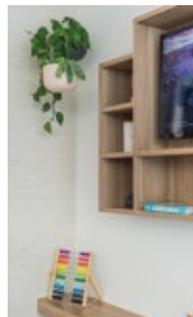
Gallery

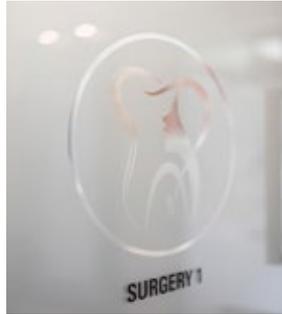


DENTAL HOUSE

Dr Kate Aitken | Dr Amy Dempster | Dr Kylie Aitken

87 SQM





ST MARK GROUP
Dr Evet Ishak
128 SQM







 **PONDS BOULEVARD**
GENERAL PRACTICE



Gallery

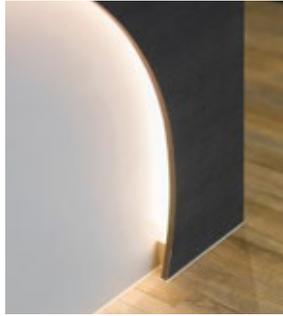


PONDS BOULEVARD GENERAL PRACTICE

Dr Saleszni Chandra

365 SQM





SOUTHLAKES MEDICAL GROUP

Dr Vinh Dao

167 SQM



SOUTHLAKES MEDICAL GROUP



SOUTHLAKES MEDICAL GROUP

 **DOUGLASS HANLEY MOIR**
MEDICAL GROUP
Quality Care for All

 **Southlakes HEARING**

Dr Shahzad - Cardiologist

Porcha De Jager - Podiatrist

enilechq
yoomonq

Worleford Medical Centre
4017 2101

Monday to Wednesday
and Friday
10am - 6:30pm
Thursday
10am - 5:30pm

Sunday Closed
Please see Dera Creek Medical

Dera Creek Medical Centre
4973 1677

Monday to Friday
8am - 6pm
Saturday & Sunday
8:30am - 5pm

For urgent medical care after hours please phone
1300 130 147
Our Doctors are part of the GP Access After Hours
Team providing 24 hour local medical care

1D91

SMG




SHELL COVE
DENTAL

Gallery



SHELL COVE DENTAL

Dr Ahmed Bassim | Dr Sherif Elkady | Dr Sahil Bareja

93 SQM





MONA VALE EYE CENTRE
Dr Dr Jerry Vongphanit
162 SQM





mona vale
EYE CENTRE



mona vale EYE CENTRE



Winning
Smiles
DENTAL SURGERY



Gallery



WINNING SMILE DENTAL SURGERY
Dr Raman Aulakh
107 SQM

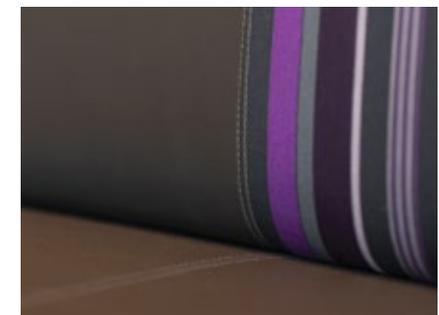
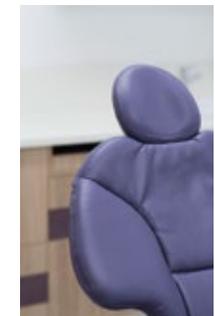




LN DENTAL CENTRE

Dr Hoang Nhan Ly

82 SQM





LN DENTAL CENTRE
Dentistry with heart



“I can’t commend this company enough. Their level of *expertise, professionalism* and *quality* of execution cannot be faulted. The team of people they have gathered around them have been simply *wonderful* to deal with. We can’t be happier with the final outcome. *Thank you* all for creating a *beautiful* practice for us all to work in!”

- Dr Aaron Tan, Norwest General Practice

“PERFECT PRACTICE DELIVERED A **STATE-OF-THE-ART** PRACTICE TO US IN A TIME FRAME MOST THOUGHT IMPOSSIBLE. OUR PRACTICE NOW HAS A **“WOW” FACTOR** AS SOON AS THE PATIENT ENTERS. THEIR DESIGN WAS NOT ONLY *AESTHETICALLY BEAUTIFUL* BUT EFFICIENT, LEAVING US WITH MORE ROOM THAN WE IMAGINED. THIS IS OUR *SECOND TIME USING PERFECT PRACTICE* FOR OUR PRACTICE DESIGN AND CONSTRUCTION. I CANNOT RECOMMEND THEM MORE HIGHLY. THEY DELIVERED **BEYOND OUR EXPECTATIONS. AN AMAZING TEAM** THAT DESERVES ALL THE **PRAISE.**”

**DR MEHDI RAHIMI, CHATSWOOD DENTAL
SPECIALISTS / GENTLE ENDODONTICS**

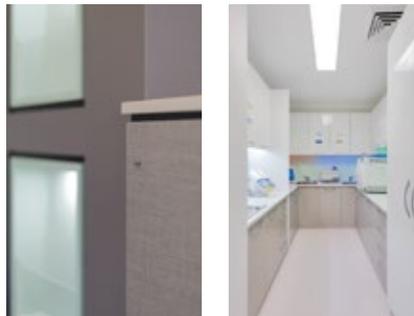



KEARNS
FAMILY
DENTAL PRACTICE

Gallery



KEARNS FAMILY DENTAL PRACTICE
Dr Harshi Dissanayake
102 SQM





P360 PERFORMANCE

Mr Aaron Lewis

305 SQM







Gallery



KELLYVILLE MEDICAL CENTRE

Dr Babar Sehgal

248 SQM

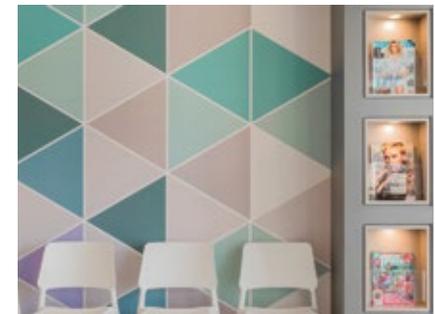
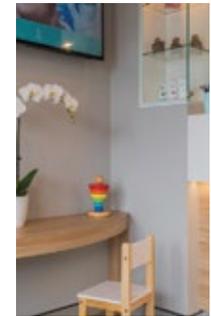




TOOTH N CARE

Dr Nisheeth Agrawal

91 SQM





Tooth n Care
Smile With Confidence





**STANHOPE
MEDICAL & DENTAL
CENTRE**



Physiotherapy
Reception

DENTIST
RECEPTION

Why choose us?

- 10 years experience
- Accredited
- YOU!

Accredited
General Practice



Gallery



STANHOPE MEDICAL AND DENTAL CENTRE

Dr Sanjeev Relan

559 SQM





KIRRAWEE FAMILY DENTAL

Dr Tim Clipsham

97 SQM





 KIRRA
Family



NSPD
NORTH SHORE PAEDIATRIC DENTISTRY

Gallery



NORTH SHORE PAEDIATRIC DENTISTRY

Dr Prashanth Dhanpal

101 SQM

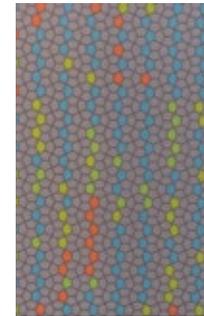




FAMILY ORTHODONTICS

Dr Timothy Mew-Sum

162 SQM







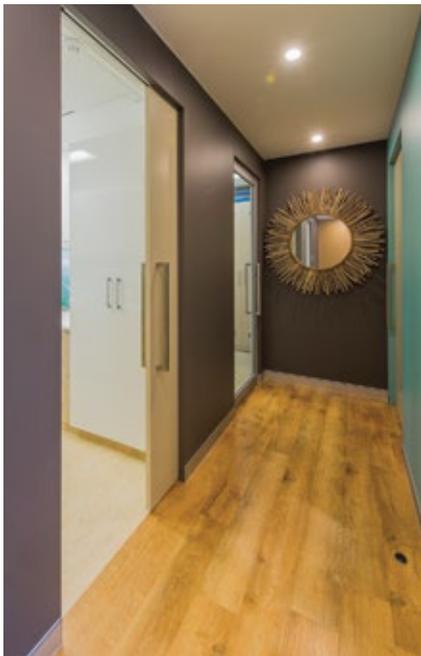

Avalon Beach
FAMILY DENTAL

Avalon Beach

Gallery



AVALON BEACH FAMILY DENTAL
Dr Astrid Kylstra
69 SQM



“We are *incredibly happy* with the finished product. It is a *beautiful, welcoming space* and manages to combine classic elements with *contemporary style*. The amazing team at Perfect Practice designed a space that accommodated our needs in a relatively small footprint. We cannot speak highly enough of the teams’ *wealth of experience* in site selection and fit-out options. Their *enthusiasm and can-do attitude*, along with guidance throughout the entire process proved invaluable. The projects team were fantastic throughout the fit-out period, keeping us updated at all times and working with our equipment suppliers to ensure our project was completed on time and to the *highest quality*. *Thank you* for creating a space that is *loved by our patients and our entire team*.”

Dr Kate Aitken, Dr Amy Dempster, Mrs Kylie Aitken, Dental House

“THE WHOLE *FOCUS* FROM THE INITIAL CONSULT, THEN DESIGN, THROUGH TO THE BUILD WAS WELL THOUGHT OUT AND PLANNED. COSTINGS WERE MADE VERY CLEAR THROUGHOUT THE PROCESS. THE AFTER-BUILD REVIEW TO IRON OUT ANY MINOR PROBLEMS HAS BEEN **PROMPT AND EFFECTIVE**. ANY MINOR ADJUSTMENTS DURING THE BUILD PROCESS WERE ACHIEVED WITHOUT ANY ISSUES OR BLOWING THE BUDGET. MOST IMPORTANTLY **THE END RESULT EXCEEDED OUR EXPECTATIONS**. I WOULD NOT HESITATE IN RECOMMENDING PERFECT PRACTICE TO ANYONE CONSIDERING A RENOVATION OF THEIR PRACTICE.”

DR MATTHEW COX
GREAT WESTERN ANIMAL HOSPITAL



FOOT FOCUS
Mr Paul Boudville
106 SQM







Gallery

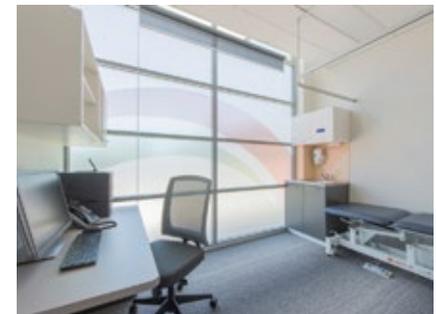


GT PERIODONTICS & IMPLANT CENTRE
Dr George Tsai
220 SQM





NORTH WEST HEALTH MEDICAL
Dr Murugabalaji
682 SQM






NORTHWEST
HEALTH
MEDICAL CENTRE

HILLS  ANIMAL
HOSPITAL



Gallery

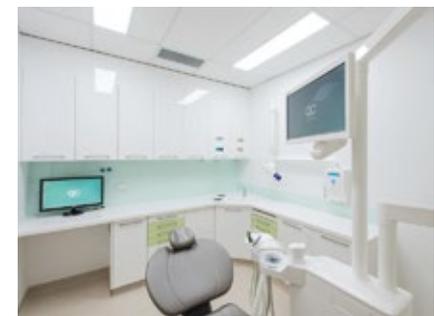


HILLS ANIMAL HOSPITAL
Dr Sonya Bains
112 SQM





QC DENTAL
Dr Quincy Cheuk
76 SQM



QC
DENTAL



Dr Quincy Cheuk
B.D.S., M.S.D., F.D.S.R.C.D.

QC





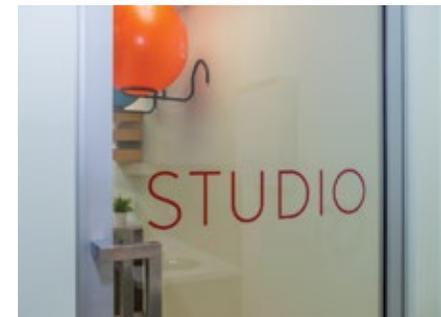
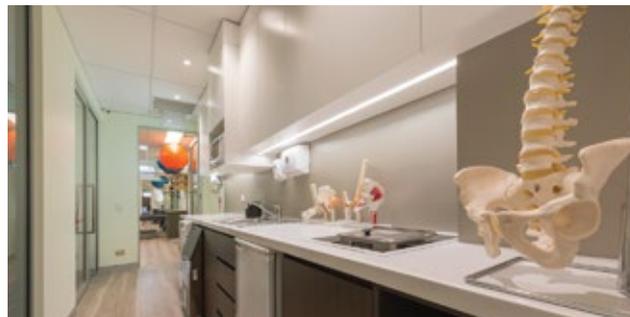
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RECOVER PHYSIOTHERAPY

Dr Wesley Wong

99 SQM





NORTH SHORE FAMILY CHIROPRACTOR

Dr Darren Leukefeld

167 SQM





North Shore Family
Chiropractors

Sydney's leading spine
and posture correction specialists





great western animal hospital



Gallery



GREAT WESTERN ANIMAL HOSPITAL

Dr Matthew Cox

88 SQM





QUAY DENTAL

Dr Alhan Farjo

114 SQM







SSOMS
Sulby South Oral and
Maxillofacial Surgery

KINGSWAY
PROSTHODONTICS

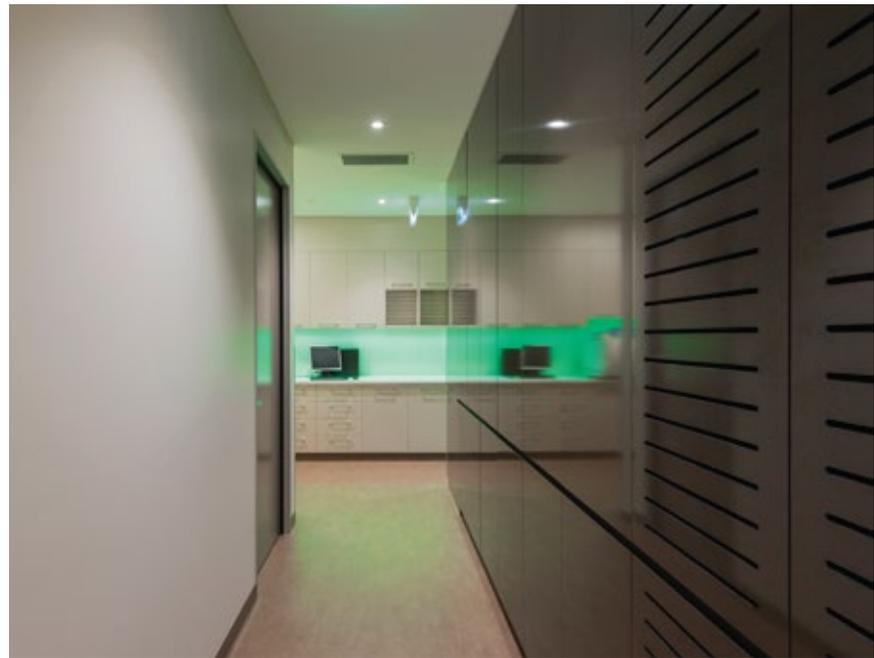
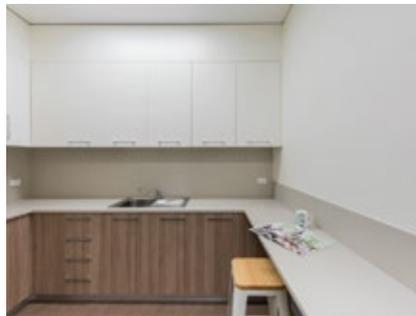
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SYDNEY SOUTH ORAL AND
MAXILLO-FACIAL SURGERY

Dr David Sherring

206 sqm



YOUR *practice* COULD BE

THE **NEXT PAGE** IN OUR **GALLERY!**

About Us

Perfect Practice is an industry leading family owned and operated national healthcare design and construction business. We offer an end-to-end solution which integrates design, budget planning, scheduling and construction to create stunning, timeless practices. Our aim is to provide our clients with an exceptional and personalized experience with every interaction that they have with us.

“It was *great* to work with a team like *Perfect Practice* who understood everything from *start to finish*.”

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