

A project of
United Hospital Foundation

*The Mother Baby Center
at United and Children's-St. Paul*



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Facilities Need to Match Birth Center's Excellent Care

Thousands of times a year, United Hospital's Birth Center becomes the center of the world for families. The Birth Center is the place where families welcome precious children into their lives. United Hospital becomes a landmark that families will always remember.

The Birth Center's importance to families and the community is apparent. What's also become apparent, as years have passed since the Birth Center opened in 1979, is the need to renovate its physical facilities. Our facilities for mothers and infants need to match the excellent medical care for which the Birth Center is known.

My perspective is both professional and personal, because I know the Birth Center as a physician, a hospital administrator and a mother. I am in my twentieth year of practice in Family Medicine at Allina Medical Clinic in Cottage Grove. I have delivered babies at all hours of the day and night at United. It's been one of my favorite parts of being a doctor. I counted on the Birth Center's excellent staff of nurses and caregivers to provide the best possible care for my patients, and they did.

In 2012 I began serving as vice president of medical affairs at United Hospital. As the chief medical officer, I have a well-honed sense of the Birth Center's importance in our total range of medical services. For many families and their visitors, the Birth Center is their first experience of the United campus. The Birth Center serves the entire range of patients, from women who have uncomplicated births to those with difficult pregnancy complications. In addition, we offer the east metro's only neonatal intensive care unit for babies

born before 32 weeks through our partnership with Children's Hospitals and Clinics of Minnesota.

Finally, I bring my experience as a mother. I chose to give birth to my three children at the United Hospital Birth Center. I appreciated the expertise of nurses, who were so essential in helping me through labor. While I was fortunate to anticipate and experience uncomplicated deliveries, I had the reassurance that all manner of expert back-up was available at a moment's notice.

My husband and I deeply understand the trust that all parents place in the Birth Center and United Hospital. I always tell my patients, "We expect the best for you and your family, but are always prepared should something unexpected arise. You can place your trust in the team at United, as did I."

Today, families in the community are trusting United Hospital to maintain the Birth Center's unique facilities. United Hospital Foundation is undertaking a \$8 million campaign to completely renovate and expand the Birth Center and turn it into The Mother Baby Center at United and Children's-St. Paul.

I urge you to consider supporting this important effort with a donation. We owe it to mothers, babies, families and our community to make the The Mother Baby Center at United and Children's-St. Paul the most welcoming place possible.

Thank you for your support to United Hospital.

Alison Peterson, MD, MPH
Vice President of Medical Affairs
United Hospital



Alison Peterson, MD, MPH
Vice President of Medical Affairs, United Hospital

Perspectives of United Hospital Foundation Board Members



Daniel Mott, Fredrikson & Byron

United Hospital's dated Birth Center tells the wrong story. It doesn't reflect the fact that United has a great staff who provide the best, most comprehensive care for mothers and babies, whether they are low-intervention or high-risk. We need modern facilities that reflect the Birth Center's true level of excellence.

Fewer families are choosing United Hospital for routine births. But as I look to the future, I believe our Birth Center will be a tremendous draw, given the quality of care and our partnership with Children's Hospitals and Clinics of Minnesota in the neonatal intensive care unit. New, up-to-date facilities that offer the home-like atmosphere young families are seeking will make United the hospital of choice for anyone expecting a baby.



Joan Thompson, Minnesota Wire

My son was born at United Hospital over 23 years ago. He was two weeks overdue. I was induced, and I went through almost 24 hours of labor, my husband at my side. Then I had a Cesarean section. My son weighed in at 10 pounds. To this day, I remember that our care was excellent.

When I toured the Birth Center recently, I noticed how much had not changed, but needs to. These are different times, and it's critical that we make the Birth Center family-friendly for the diverse population we serve.

Year after year I have heard stories from mothers who gave birth at United. These women talk about the exceptional caregivers who helped them through a very special time in their lives. Creating a great work environment will demonstrate that we truly respect and appreciate these nurses, physicians and staff members.



Russell King, King Capital Corporation

It is remarkable that Birth Center caregivers can deliver such high-quality care in this dated facility. It's quite a testament to their dedication, talent and passion. United Hospital sees women with some of the most difficult pregnancies, which makes the need for up-to-date facilities even more urgent.

Beyond this clinical need, we need to offer larger, more pleasant surroundings that welcome families and encourage them to be part of the birth experience. It is time to build a new Birth Center that demonstrates the central role United Hospital plays in supporting growing families.



The Current State of the Birth Center

For more than 30 years, thousands of families have chosen the Birth Center of United Hospital. They have trusted the Birth Center because of the expertise of its staff and its comprehensive care for mothers and infants. Whether births were uncomplicated or high-risk, families have received the highest level of care.

Now the Birth Center is at a crossroads. Built in 1979, its facilities look dated. Rooms where patients receive care are crowded, from labor and delivery rooms to the post-partum rooms where women and families welcome their babies and spend time together.

United Hospital Foundation is leading a fundraising campaign to build a Birth Center that will be the vital resource our community needs.

One of the busiest birth centers in Minnesota, the Birth Center has a sterling reputation for excellent

medical care. As the only regional referral center in the East Metro, the Birth Center provides a unique service to the St. Paul area: It serves women expecting routine births and is fully prepared for any complication that mothers and infants may experience, including antepartum, perinatology, NICU and high-risk pregnancy care. In fact, approximately 17 percent of patients choose United because of a diagnosed pregnancy complication or because an infant was born prematurely.



Partnership with Children's of Minnesota in the NICU

United Hospital's partner in the Birth Center is Children's Hospitals and Clinics of Minnesota, which operates the neonatal intensive care unit (NICU). The NICU at Children's – St. Paul is one of the largest, most sophisticated in the state. Together, United and Children's offer a seamless web of excellent care for critically ill infants, from prenatal care to birth and neonatal care. The Birth Center offers outcomes of care for premies that are exemplary.

Expectant Mothers are Choosing other Hospitals

The Birth Center was a brand new, up-to-date facility when it opened in 1979. For years, numbers of births grew steadily. Births peaked at 4,567 annually in 1999, then declined to 3,500 in 2012. And importantly, the Birth Center's proportion of normal births—crucial from a business standpoint to balance the costs of high-risk care—has also declined. United Hospital needs to attract a larger share of routine births, so it is better able to offer the full spectrum of care for all patients.

When it's time to choose a hospital, expectant parents shop around. Through in-person tours, recommendations and online information, families consider their options among hospitals in the community. Increasingly, families have chosen other hospitals that invested in new, hotel-like amenities. In comparison, the facilities in United Hospital's Birth Center appear dated, crowded and worn.

When Choice of Hospital Separates Families from Family Physicians

The family physicians who attend to pregnant women are also very interested in seeing the Birth Center transformed. United Hospital has a long-standing partnership with United Family Medicine Clinic, an independent neighborhood clinic that is located in the Peter J. King Family Health Center on West Seventh Street in St. Paul. The clinic is the health care home for many underserved and underinsured families in St. Paul.

In addition, United Family Medicine Clinic operates the United Family Practice Residency program in conjunction with United Hospital. Increasingly, the resident physicians, who are gaining clinical experience, find that their care for families is interrupted because expectant parents choose newer birth centers—instead of United Hospital—for routine births.

Although patients return to the residents' care after the births, these physicians are frustrated because they cannot care for the women and infants at United Hospital during this important event in their lives. Family physicians in the Allina Health clinics also echo these concerns. A new Birth Center will provide greater continuity of care by these key family physicians, in the family's neighborhood.

Why the Current Birth Center Must Be Renovated

The Birth Center's current facilities, built in 1979, simply do not meet current standards for space that are established for American hospitals. Nor do these crowded, dated facilities meet the needs of families and caregivers.

More space is needed in labor and delivery rooms, operating rooms, and rooms for families after birth. The comfort of patients and families is compromised, privacy is lacking, and the work environment for caregivers is inefficient and challenging.

Labor and Delivery Rooms

Crowded conditions are the rule in the Birth Center's labor and delivery rooms. The rooms are too small even for a routine birth, with the woman, birth companion, nurse and physician present. When the bed is open and the doctor in place to deliver the baby, there is no room for the nurse to move from one side of the bed to the other. The nurse must choose one side and remain there.

Now, consider the same space when a medical emergency occurs. Six or seven nurses and physicians need to be present with their medical equipment to help the woman and baby. The crowding makes it more difficult for caregivers to move freely, use equipment and coordinate their complex work.

The presence of family members is so important to parents during labor and birth. Yet, family members also experience crowding. Nurses describe "tiers" of people in the labor room, with an inner circle of caregivers surrounded by rings of family members. Family members help the woman get through her labor by providing encouragement, distraction and hands to hold. Nurses observe that the crowded rooms give families the wrong message. Instead of "Welcome," the crowding conveys, "You are in the way."

Current scenes from the Birth Center



Women on Bedrest Before Birth

The Birth Center includes a unit for women who need to be on bedrest during the final stage of pregnancy. For some women, the hospital stay can last weeks, making the amenities of rooms even more important.

On surveys about their hospital experience, these patients give the Birth Center poor marks on its physical environment and cleanliness. This is despite periodic repainting of the units and a housekeeping staff that gets high marks from staff. Nurses attribute the criticism to the cluttered appearance of rooms, which are packed with people and equipment because they are too small.

American Hospital Association standards dictate that a patient's room should have at least 250 square feet of clear space. United's rooms have about 150 square feet. This lack of space is readily apparent when spouses and family members come to visit. Fathers bring their work and belongings, children and carry-out food. The small rooms are filled quickly, making it difficult for both family and caregivers to move freely.

Crowding Leads to Inefficiency for Staff

Crowded rooms lead to other issues for nurses, physicians and other caregivers. Because sizes and layouts of rooms vary considerably, supplies are kept in different places from room to room. This leads caregivers to take time searching for supplies when they would rather be caring for patients.

Privacy Concerns

The privacy of patients is a problem with the current configuration of labor and delivery rooms. A high-risk birth requires a number of nurses and physicians—for the mother and the infant. After the baby is born, parents often are unable to see their child because of the crowding. Yet, people in the hall may see everything as staff come and go from the room.

The door may open and close a lot during labor and delivery and when it does, anyone in the hall can see the patient's bed. For example, NICU physicians recently had to perform a full resuscitation on a newborn in labor and delivery. The physicians' equipment spilled out into the hallway because the room was so small. The door had to be open for efficiency; several nurses spent their time shielding the door to give the family some privacy during this very difficult and emotional time.

Operating Rooms

The Birth Center has three operating rooms, which are used for Cesarean births and births of twins, triplets and other "multiples." Only two of the operating rooms are used, because one is very small. The American Hospital Association establishes standardized room sizes, with optimal operating room square footage set at 500 square feet or larger. The largest of the current Birth Center operating rooms is just over 400 square feet, and the smallest, at 285 square feet, is so much smaller that it is rarely used.

The Birth Center staff works around this by reserving one of two larger operating rooms for emergencies and the other for scheduled Cesarean births. The birth of multiples is a real challenge in these undersized operating rooms. Each infant has a medical team of four or more, plus a warmer. In addition, the probability of complications for the mother and infants requires additional space for staff to move and function.

Staff Find the Environment a Challenge

Nurses in the Birth Center love working with mothers and babies and take pride in the high quality of care they provide. However, they describe their work environment as "very difficult." Staff often find themselves apologizing to patients and families for the facilities. Examples are the lack of electrical outlets for phones and computers, broken fixtures in bathrooms and the lack of private bathtubs. The crowded rooms present a physical challenge for nurses, who sometimes need to move quickly and may bump into equipment and each other.

Physicians at the Birth Center describe an esprit de corps that develops from delivering high-quality care in less-than-optimal conditions. They, too, are eager for a time when the physical facilities will match the excellence of care. The current groups of obstetricians and neonatologists are dedicated to the Birth Center and United Hospital. In the future, this could change if these specialists decided that they need updated, more spacious facilities to accommodate their work and new technologies. The current space simply has no margin for growth and change in patient care practices.

Photographs throughout the Birth Center show rooms are too small and crowded conditions are the norm.





Building The Mother Baby Center at United and Children's-St. Paul

A new Birth Center at United Hospital will offer a renovated physical environment to match the excellent medical care for which United is renowned.

By expanding and transforming to The Mother Baby Center at United and Children's-St. Paul, United Hospital will respond to desires of expectant parents for the birth experience they desire. In addition, larger patient care rooms will improve aesthetics, safety and privacy; provide an environment with increased efficiency for staff; and support United's continuum of care for both routine and high-risk births.

Planning The Mother Baby Center at United and Children's-St. Paul facilities involves gathering

information from peers in Allina Health and nationally. The goal is creating a flexible plan that will be relevant for the long-term—not just this year or even five years from now. New initiatives from Allina Health's most innovative birth programs will be incorporated. This will position United Hospital to further innovate and export The Mother Baby Center at United and Children's-St. Paul programs in the future.

The Mother Baby Center is a partnership between United Hospital and Children's Hospitals and Clinics of Minnesota.

Features of The Mother Baby Center at United and Children's-St. Paul

Location

The floor over the new Peter J. King Emergency Care Center will provide 30,000 square feet of new space. This floor, which was shelled-in for expansion in 2011, is adjacent to the current Birth Center units 2200, 2300 and 2400. The existing units will be completely renovated to offer larger, more comfortable rooms for families and space for caregivers that is uniformly designed and furnished for efficiency.

Co-located with Children's Neonatal Intensive Care Unit

The neonatal intensive care unit (NICU) will remain in its current location, which is directly across the hall from the labor and delivery rooms. This direct, convenient access to the NICU and its specialized physicians and nurses is vital for infants and critically ill premature newborns. The 62-bed NICU with private rooms is operated by Children's Hospitals and Clinics of Minnesota. Children's offers the largest high-risk neonatal referral center in the region, with some of the best outcomes in the U.S. for these young and fragile patients.

The Mother Baby Center at United and Children's-St. Paul cares for high-risk mothers and premies and is an important aspect of its services, which highlights the partnership with Children's of Minnesota NICU. When birth complications are anticipated, the NICU

team meets with the expectant parents to explain the care for their child from its moment of birth. These specialized teams are available for all births—planned or unexpected—that pose a high risk to the mother or baby. NICU specialists are literally steps away from the labor and delivery rooms.

Triage Rooms

Seven rooms will be available for nurses to assess women after they arrive at the hospital and assign them to the appropriate unit. Triage rooms will be located near the Peter J. King Emergency Department, for quick transfers of women who arrive there.

Labor and Delivery Rooms

Eleven large labor-and-delivery rooms will be built, each with resuscitation areas in the event infants have breathing issues. The rooms will be approximately 375 square feet, which will allow excellent clear space for medical teams to work, to keep baby warmers out of traffic areas and to store equipment. Two rooms will have tubs for mothers who choose to labor and/or give birth in water.

The rooms will offer more space for extended family to be present. In addition, each room will have a rolling cabinet for the family's clothing and belongings. This cabinet will move with the family after the birth, eliminating the need to repack.





Rooms for Families after Birth

Thirty rooms will be dedicated for women after birth, with larger spaces for family, friends and caregivers. Each will have approximately 220 square feet of clear area. This will allow ample space for infants to room-in, which allows parents to learn to care for their newborn together. Each room will have a comfortable, convertible couch for fathers to stay overnight. A bathtub will be standard. Baths have benefits of promoting relaxation and pain relief and stimulating lactation.

Mothers on Bedrest

Fourteen rooms for monitoring of high-risk mothers before birth will be centered on a specialized unit. Rooms will be built around a spacious commons area, to make walking and family visits pleasant and comfortable. The rooms also have the flexibility to serve as post-partum rooms, so that mothers can return to the same space after giving birth.

Operating Rooms

Three new operating rooms will meet the established standard of 500 square feet, as specified by the American Hospital Association. These rooms will provide additional space for caregivers and equipment, with the flexibility to accommodate new practices of patient care and technology in the future. Operating rooms will be located next to labor and delivery, ensuring greater efficiency for physicians and nurses who serve in both areas.

Post Anesthesia Recovery Rooms

Three post anesthesia recovery rooms will provide privacy for women recovering from Cesarean births and other surgeries. These rooms will be located near the triage rooms, to increase efficiency for staff.

Expanded Facilities for Staff

Renovations will include these improved facilities for the physicians, nurses and staff of the Birth Center: staff and physician locker rooms; two on-call rooms so physicians can be closer to patients; a welcome desk and family-friendly lobby; a central nursing station; and centralized Birth Center administrative offices.

Building Loyalty to United Hospital

A baby's birth is a landmark for a family, a reason to celebrate and later, an event to remember. Birth also draws friends and families to the hospital. A family's good experience promotes trust and builds their relationship to the hospital. Families think of United Hospital as their "hospital home," where they feel comfortable coming for care as the family grows.

When families have experienced United Hospital's excellent care in superb facilities, they are apt to tell others, "There is no place but United to have a baby." The Mother Baby Center at United and Children's-St. Paul will become the vital resource that the community deserves.





Budget and Funding Sources for the Project

Budget

Construction	\$17,000,000
Design	\$1,254,000
Fixtures, furniture and equipment	<u>\$5,746,000</u>
	\$24,000,000

Funding Sources

Allina Health	\$16,000,000
United Hospital Foundation	<u>\$8,000,000</u>
	\$24,000,000

When the Unexpected Happens: Why We Chose the Birth Center

Stories from the DeCourcy Family



"I knew that the Birth Center at United Hospital was the best place for my four grandchildren to be born. The extraordinary level of care and commitment provided, along with the added safety of being so close to the newborn intensive care unit and Children's Hospitals and Clinics of Minnesota, made it the obvious choice.

"It's time we provide a Birth Center facility that will allow the nurses, doctors and staff to continue providing the same exceptional level of care."

Merry DeCourcy, board member of United Hospital Foundation and grandmother

Among the DeCourcys, the four children were all born at the Birth Center. Front row, from left, are Ted and Kate Knapp, Merry DeCourcy, and Michael Miller. Back row: Katie, Beth and Merry Miller.

United Hospital's Birth Center is the birthplace of all four grandchildren of Merry and Michael DeCourcy, longtime supporters of United Hospital Foundation.

The DeCourcy's daughters and their husbands, Beth and Mike Miller and Kate and James Knapp, are glad they chose the Birth Center. Both families share the experience of something unexpected happening during birth, which could have threatened the health of the mother or baby.

The expert staff at the Birth Center guided each family through the unexpected. These families are thankful that their Birth Center stories have happy endings: four healthy babies.

Kate Knapp: First-time Mother

Kate Knapp was glad that her physician, Patricia Chang, MD, was on call the night she arrived at United Hospital for the birth of her baby boy Ted in February 2011. "Dr. Chang was a great source of information and support during my pregnancy, and I was happy that she was able to deliver my son," Kate recalled.

Shortly after her admission to the Birth Center, it became apparent that the baby's heart rate was not stable. Dr. Chang and the nurses helped make Kate comfortable and calm as they monitored her labor.

After eight hours of labor, it was clear that the baby was in distress. Dr. Chang informed Kate and her husband James that Kate needed a Cesarean section. "No one wants to have an emergency C-section, but I was confident that I was in good hands with Dr. Chang and the nurses and staff at United," Kate said. She was also glad that the neonatal intensive care unit at Children's was nearby, in case Ted needed special care after he was born.

Kate was whisked to the operating room while nurses helped James prepare for the surgery. Twenty minutes later, baby Ted was born with no further complications. "I was so relieved when I heard him cry for the first time," Kate said. "The reasons for the emergency C-section could not have been predicted."

The Birth Center nurses helped Kate and James bond with Ted while she recovered from the surgery. Kate credited the doctors and nurses at the Birth Center for providing the highest level of medical care to both her and their little bundle of joy.

Beth Miller: Three Unscripted Birth Scenarios

The deliveries of Beth Miller's first two children, Michael and Katie, were relatively routine. The only exception was that her husband Mike nearly fainted just as Katie was being delivered.

The couple had been at the hospital all night, and Mike forgot to eat. During the delivery in the early morning hours, he became light-headed and began to pass out right next to his wife. "The nurses were fantastic; they were able to care for Mike while making sure I was the primary focus in the room," Beth recalled. "Thanks to those nurses, Mike didn't faint, and he was able to witness the birth of our first daughter, Katie."

Given the uneventful births of their first two children, the Millers thought they knew what to expect when they arrived at the Birth Center for the birth of their third child, Merry. As they soon discovered, there is no such thing as a routine birth experience.

"During my delivery, I realized things seemed off," Beth said. "Thankfully, my nurse was able to recognize that my labor was not progressing. Moments later the doctor was at my bedside. I learned that for the health of the baby, I needed an emergency Cesarean section. It made me realize that there is no scripted birth, and that the doctors, nurses and staff are prepared for any scenario, even when the parents are not."

Beth credits the Birth Center nurses for helping her recover after the births of each of her children. "I was so grateful to the nurses and staff for their company, support and help during my stays at the Birth Center. There is no better place to be to welcome a new baby into your family!"



Make something special.

Give to The Mother Baby Center at United and Children's—St. Paul

If you would like to be removed from our mailing list, please email unitedhospitalfoundation@allina.com or call 651-241-8022.

*The United Hospital Foundation exists to enhance
the health of United Hospital patients and the wellness
of the community we serve.*



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