Use the pages in this section to plan and organize the details that go into building your dream hospital. To download a printable PDF, visit hospitaldesign.net.

Project design and construction timeline
Track your progress and stay on top of key project deadlines with this list.

30 to 36 months before move-in

Brainstorm motivations for building
- Identify your practice philosophy.
- Analyze your existing and future market.
- Estimate growth in income, staff, veterinarians, and services.
- Identify additional areas of potential growth.
- Develop a listing of project goals and needs.
- Gather information pertaining to the construction process.
- Attend the Veterinary Economics Hospital Design Conference.

24 to 30 months before move-in

Assemble your initial design team
- Management consultant _________________________
- Accountant ________________________________
- Architect ________________________________
- Real estate broker ________________________________

Investigate your development options
- Compare and contrast building new, renovating your current space, and leasing space.

Build new
- Identify your desired location based on the market and projected city growth.
- Identify specific sites in your target market area.
- Compare and contrast sites based on cost, development potential, visibility, and constructability.
- Investigate a specific site.
- Confirm site size and identify easements.
- Confirm the availability of utilities: sewer, water, power, and gas.
- Confirm that the site is zoned correctly.
- Identify constraints that may impact development: soils, wetlands, or hazardous materials.

Renovate or expand your existing facility
- Determine the desirability of your existing facility in terms of community and market growth.
- Investigate the viability of renovating or expanding on the existing site.

24 to 30 months before move-in

Lease space
- Identify your desired lease locations based on the market and projected city growth.
- Identify specific leasehold spaces that are available in your area.
- Compare and contrast leasehold spaces based on cost, market, configuration, and visibility.
- Confirm that leasehold is adequate in size.
- Confirm that leasehold space is zoned properly.
- Confirm the availability of utilities.

18 to 24 months before move-in

Investigate your project feasibility
- Identify your project size and scope.
- Meet with your architect to develop a listing of required spaces and site needs.
- Cross-check your listing of required spaces with the available site, building, or lease space—architect can assist.
- Identify construction cost based on listing of spaces.

Identify balance of project costs
- Evaluate site acquisition, equipment, design fees, and development costs.
- Compare project costs with available funds.
- Review funding options with your accountant, management consultant, and lending group.
- Secure a preliminary commitment for financing.
- Review your available cash and verify your project timeline with required target dates.
Initiate site purchase or lease negotiation
Note: If needed, initiate your planning and zoning applications. This process can require four to 18 months, so plan accordingly.
- Hold a preliminary meeting with city officials to identify issues, process, and timeline.
- Meet with your architect to identify upcoming tasks.
- Hire a civil engineer to assist in the application process.
- Civil engineer, architect, or planner develops required exhibits for application.
- Complete application for city or county zoning.
- City or county reviews application and requests supplementary information.
- Obtain zoning approval.

18 months before move-in
Begin schematic design process
- Architect develops initial facility design: schematic floor plan, exterior appearance, and site layout.
- Gather information to begin drawing production.

For a new or existing site
- Obtain a current metes and bounds survey.
- Complete an improvement and topographic survey.
- Conduct a soils test.
- Complete a level one EPA study to identify potential hazardous materials on site.
- Develop information on existing buildings to remain.
- Develop plans for structural framing, building systems, utilities, and sewer.

For a leasehold space
- Obtain accurate drawings for potential lease space.
- Obtain accurate information about existing utilities (power and sewer) and existing HVAC.
- Sign off on schematic drawings.
- Retain a civil engineer and landscape architect to develop site drawings.
- Obtain preliminary pricing from your contractor based on schematic drawings.
- Confirm project construction cost and viability—architect, accountant, and management consultant can assist.

12 to 18 months before move-in
Produce working drawings
- Authorize architect to proceed with working drawings.
- Provide additional detailed information to architect on equipment, cabinetry, HVAC, electrical requirements, and interior finishes.
- Architect forwards information to building consultants to produce structural, mechanical, and electrical drawings.
- Investigate retaining a contractor on a preliminary basis.
- Contractor reviews in-progress working drawings produced by architect for preliminary budget purposes.
- With architect, review drawings for compliance before release for bidding and building department.

10 to 12 months before move-in
Complete bidding, building application, and financing process
- Architect releases completed drawings for bidding and building department application.
- Architect gives final working drawings to contractor for pricing.
- Submit final working drawings to building department.
- Building department reviews application and requests additional information.
- Finalize financing requirements with bank.
- Work with bank on appraisal process.
- Building department releases drawings for construction.
- Contractor provides final bid.
- Owner and contractor review cost-saving alternatives.
- With contractor, finalize construction contract.

8 to 10 months before move-in
Oversee facility construction
- Review construction schedule with contractor and architect.
- Contractor begins construction.
- Architect approves pay requests to contractor on monthly basis.
- Architect and contractor develop punch list and wrap up construction.
- Contractor corrects punch list items.
- Architect executes certificate of occupancy.
- Take over utility bills and building insurance.
- Contractor gives owner warranty and service manuals for facility.
- Release final payments to contractor.

Move in to facility
Develop move-in and transition plan
- Move in.
- Retain HVAC contractor to provide ongoing service and maintenance.

12 months after move-in
Perform warranty walk-through
- Conduct warranty walk-through with architect and contractor.
- General contractor makes necessary repairs.

Timeline compiled from information provided by Mark Hafen, AIA, and Dan Chapel, AIA
Stocking your new hospital
The dust has settled and you’re preparing for the big move. The days leading up to your opening can be hectic, and the last thing you need is to greet your first client only to discover you haven’t stocked any pens. The checklist below covers almost everything you’ll need to make opening day a success. The quantities and actual items that make sense for you may vary depending on the size and type of your practice and area.

Furnishings and equipment

Waiting room
- Chairs or benches
- Brochure display stand
- Table lamps
- End tables
- Wastebasket
- Recycle bins
- Books for kids
- Magazines and magazine rack
- Computer with patient-education CD-ROM
- Printer for informational handouts
- Client education handouts
- Computer table
- Workstation chair
- Courtesy phone
- Artwork
- Plants
- Coffee station
- Water cooler
- Air purifier

Front office
- Chairs
- Clock
- Computers (minimum of two)
- Printer, copier, scanner, and fax machine
- Toner cartridges for copier and fax machine
- Credit card machine
- Paper rolls for credit card machine
- Paper shredder
- Phones
- Phone books
- Appointment book or scheduling software
- Business card holder
- Calculators
- Clipboards
- Pencils
- Electric pencil sharpener

- Pens
- Two- and three-hole punch
- Postage stamps or meter
- Boxes of tissues
- Petty cash box
- Locking drawer for each person who handles cash
- Fire extinguisher
- Wastebasket
- Recycle bins

Bathroom
- Paper towels
- Towel dispenser
- Soap
- Soap dispenser
- Toilet paper
- Toilet brush

Employee lounge
- Chairs
- Table
- Wastebasket
- Recycle bins
- Microwave oven
- Coffeemaker
- Water cooler
- Refrigerator
- Coat rack

Doctor’s office
- Desk with locking drawer
- Pens
- Pencils
- Desk lamp
- Executive desk chair
- Side chairs
- Paging equipment
- Computer equipped with practice management software
- Printer
- File cabinet
- Bookcases

- Coat hook for door
- Fire safe or fireproof cabinet
- Pictures
- Plants
- Wastebasket
- Recycle bins

Comfort or consultation room
- Sofa
- End tables
- Educational videos or DVDs
- Reading material
- Bookshelf
- Television and DVD player
- Boxes of tissues
- Lamps

Exam rooms
- Desktop computer central to all exam rooms
- Exam tables
- Rolling chairs or stools
- Side chairs
- Dog treats
- Magazines
- Cabinets
- Waste receptacles
- Chart holders
- Sharps containers
- Nail trimmers
- Stethoscopes
- Styptic powder or pencils
- Reflex hammer
- Eye wash
- Cotton-tip applicators
- Assorted gauze
- Alcohol
- Lubricating jelly
- Storage jars
- Gloves
- Feline scale
- Small exotics or gram scale
- Otoscope
Otoscope cones
Ophthalmoscope
Indirect viewing lens
Radiography view box
Exam lights
Binocular head loupe magnifier
Thermometers
Video otoscope
Schirmer tear tests
Fluorescein dye
Assorted syringes
Penlights
Anatomic models and posters

Treatment area, pack prep, and lab
Rolling stools
Side chairs
Refrigerator for samples
Walk-on scale
Wet table
Waste disposal container (general)
Waste disposal container (infectious)
Dental unit—scaler, drill, polisher
Dental instruments and supplies
Safety goggles
Endoscope and supplies
Blood pressure monitor
Portable O₂ unit
Electrocardiograph
Test tube rack
Hematology, chemistry, and coagulation analyzers
Centrifuge
Hemocytometer
Unopettes
Manual cell counter
Calculator
Timer
Ultrasound machine and supplies
Refractometer
Glucometer
Radiography machine and film cassettes or digital radiography equipment
Lead gloves and aprons
Patient positioning devices
Radiograph developing supplies
Gloves
Masks
First aid kit

Crash cart
Resuscitation bag
Clippers
Tonometer
Ear lavage equipment
Tongue depressors
Thermometers
Splinting equipment
Culture media
Diagnostic reagent strips
Microscope
Microscope slides, coverslips, stains, and holders
Bacterial incubator
Inoculation loops
Lab mailing supplies
Sterility indicators
Laryngoscopes
Biopsy jars
Formalin
Ethylene glycol test kit
FeLV/FIV test kits
Heartworm tests
Elizabethan collars
Muzzles
Autoclave and trays
Autoclave tape
Ultrasonic cleaner
Endotracheal tubes, stylets, and cleaning brush
Endotracheal tube rack
Feeding tubes
Chest tubes
Tracheostomy tubes
Stomach tubes
Stomach tube speculum
IV fluid warmer
IV poles and stands
Fecalizer, centrifuge, and flotation solution
Fecal loops, sample collection containers
Nonabsorbent cat litter
Urine collection containers
Activated charcoal
Gastric lavage supplies
Barium
Wood’s lamp
Surgical pack wraps
Surgical caps, masks, gowns, and gloves
Disinfectants
Surgical scrub brushes and soak trays
Surgical instrument cleaner
Suture scissors
Staple removal forceps
Vaginal speculum

Surgery
Surgical blades
Surgical instruments
Scrub sink
Surgical drapes and towels
Heated surgery table
Surgical ties
Portable suction unit
Suction hoses and tips
Crash cart
Electrocardiograph
Water-circulating or forced-air heating blankets
SpO₂ pulse oximeter
ETCO₂ monitor
Body temperature monitor
Blood pressure monitor
Suture material and needles
Tissue adhesive
Skin stapler
Esophageal stethoscopes
Anesthesia machine and supplies
Respirometer
Anesthesia masks
Waste gas evacuation system
Infusion pumps
Syringe pump
Induction chamber
Mayo stand
Surgical lights
Lacrimal cannulas
Cautery unit
CO₂ surgical laser
Radiosurgical unit

Hospital ward
Nasal oxygen cannula, oxygen hood, humidifier, or oxygen cage
Oxygen flowmeter
Water-circulating or forced-air heating blankets
Towels
- Nebulizer
- Incubator
- Cages
- Litter pans
- Food and water bowls
- Washer and dryer
- Grooming tub and dryer
- Towels and blankets
- Catch pole
- Restraint bags or cages

**Pharmacy**
- Pill splitters
- Alcohol containers to hold pill splitters
- Pill counting trays
- Pill crusher
- Prescription labels and printer
- Vials and bottles
- Pill guns
- Pill guns

**Printed materials**
- Letterhead stationery
- Letterhead envelopes
- Business cards
- Thank-you notes
- Practice brochure
- Promotional materials
- New patient information forms
- New patient medical history forms
- Prescription pads

**Office supplies**
- File folders
- File folder labels, white
- Label maker
- Alphabetical or numerical tabs and year tabs
- “Pay at time of service” sign
- “Returned check policy” sign
- Phone message pads
- Scratch pads
- Standard-lined note pads
- Binders
- Sticky notes, large and small
- Cellophane tape
- Packing tape
- Staplers
- Paper clips, large and small
- Copier paper
- Scissors
- Glue sticks
- Desk calendars
- Pens
- Pencils

**Clinic supplies**
- Insulin syringes
- Syringes (1, 3, 6, 12, 20, and 60 cc, plus 60 cc with catheter tip)
- Needles (25, 22, 20, and 18 gauge)
- Intraosseous needles
- Spinal needles
- Various biopsy needles
- Stick pole syringe
- Skin punch biopsy
- Tru-cut biopsy needles
- Sterile water, 500-ml bottles
- Sterile saline for injection
- Sterile saline for irrigation, six 250-ml bottles
- Urinary catheters
- Butterfly catheters
- Urinalysis tubes
- Jugular catheters
- Bulb syringe
- Blood transfusion kits
- IV infusion pumps

**Additional items**
- Primary IV sets, secondary IV sets, and extension sets
- IV catheters (24, 22, 20, and 18 gauge)
- IV fluids (e.g., LRS, Normosol-R, sodium chloride, D5W)
- Male adapter plugs
- Penrose drains
- Porous tape
- Elastic tape
- Hematocrit tubes
- Alcohol wipes
- Safety goggles
- Wash bottles
- Bandages
- Gauze
- Stretch gauze
- Chlorhexidine
- Povidone-iodine
- Hypochlorous peroxide
- Blood collection vials
- Clotting tubes
- Separation tubes
- Pipettes
- Sterile culture tubes and swabs
- Formalin jars
- Casting materials
- Lint rollers
- Roll cotton
- Stockinettes
- Telfa pads
- Tourniquets
- Splints
- Wood’s lamp
Choosing an architect

The right architect will help make the design and building process painless, and even a little bit fun. Here are a few tips to keep in mind as you’re interviewing architects.

1. Know what you want
   How many exam rooms would you like? Are you going to feature a boarding area? Hammer out these details before you meet with an architect so that you’re sure to get what you want, not what worked for the architect’s last client.

2. Check references carefully
   The architect isn’t likely to hand out the phone numbers of disgruntled clients, so you need to ask some pointed questions of the references he or she does provide. Did the architect meet deadlines? Did he return calls quickly? Did she listen to clients’ needs instead of drawing up cookie cutter plans? Did he push clients into things they didn’t want to do? You can also check references in reverse. Meet with others who have built practices and ask them who they worked with. Were they happy with the end result?

3. Seek experience and integrity
   Look for firms that have been working in the industry for awhile. Make sure the folks at the firm are knowledgeable and ethically above board.

4. Find someone who listens
   You need to be able to depend on your architect to listen. Don’t be embarrassed to tell an architect your ideas, no matter how off the wall they may seem—they might actually make sense. It’s your money after all—and your hospital.

5. Review the fee structure before you sign
   No architect should ask for more than one-third of the total fee up front. Ask your potential architect to outline his or her fee structure for you in detail, and make sure you’re comfortable with it. Before you sign anything, ask an attorney or someone familiar with professional service contracts to review the agreement. Look for red flags: escape clauses, hidden fees, total cost of the work performed, and so on.