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complete the job. This has led to the NME and AMI working with a relatively small number of architectural firms since the former need not spend time explaining their philosophy of operations to a new firm each time a facility is built. This has not, however, led to "canned design solutions". Both companies recognize that there are differing work-load criteria and medical staff preferences among health facilities as well as regional differences. The need for non-threatening site and interior environments to attract patients is of growing concern in this era of competition and cost-consciousness.

**Architects must carefully  
analyse the healthcare market.**

Because of increased competition within the health care industry, architects must develop a stronger marketing sense for health care services. Projected demand for services is now more important than ever in determining a hospital or clinic design. For example, a small rural hospital in a resort area may need a large emergency room; in an area with many retirees, a large cardiac surgery department may be required; and an area with a younger population might dictate a concentration on obstetrics.

**Canadian competence in  
healthcare facilities design is  
recognized.**

In 1986, 213 projects were entered in the first Modern Health Care Facilities Design Awards contest. Two of the 14 award winning health care design and renovation projects were located in Canada, and designed by two consortia of Canadian architects. A number of the observations based on comments by the design competition judges, who were drawn from the health care industry and the AIA Committee on Architecture for Health, are revealing:

- "As an administrator, I was looking to the architects and engineers to lead me in a direction that is going to save on the efficiency of operations."
- "Architects can no longer be 'pedestrian' in their approach to health care - projects must meet market needs and client specifications and save money on operating costs."
- "Many smaller projects were better designed than larger facilities - That's a result of spending a lot of time on planning concepts and not having a lot of energy left for design."
- "The health care field is likely to have an abundance of smaller projects in the next 10