Culture & Strategy – Leadership's role in setting up a project for success

Nick Loughrin, The Boldt Company

Greg Heiser, AIA, CannonDesign

Sam Green, Children's Wisconsin

THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING
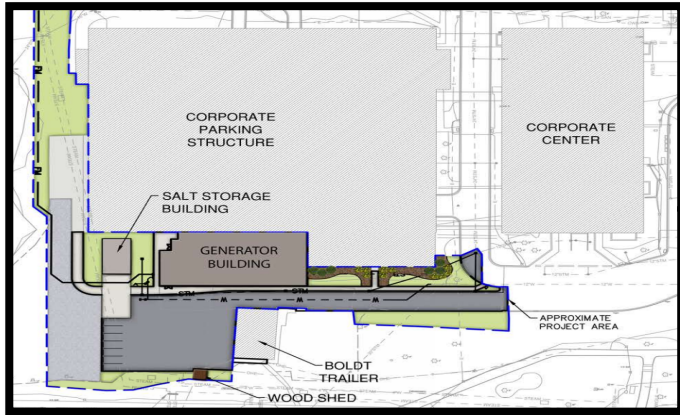
OCTOBER 21, 2020
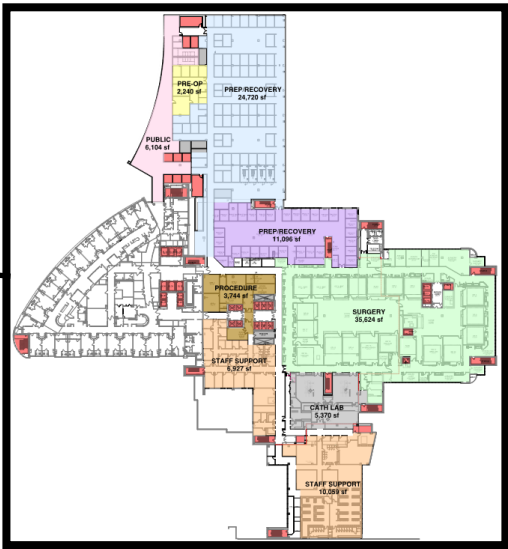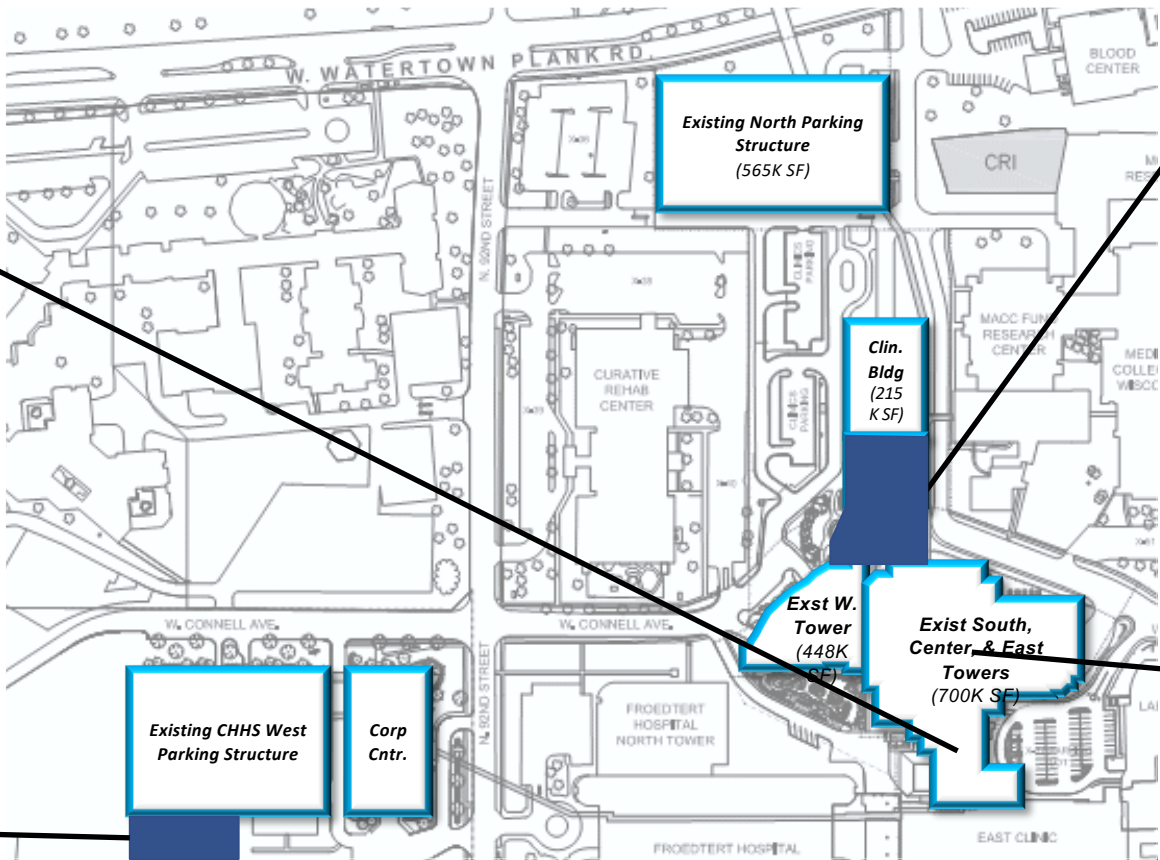
Project Context (Original Project)

EDTC Renovation & Expansion

New Central Generator Plant

Existing North Parking Structure (565K SF)

Clin. Bldg (215 K SF)

Exst W. Tower (448K SF)

Exist South, Center, & East Towers (700K SF)

Existing CHHS West Parking Structure

Corp Cntr.

6-Story New Building Designed for Vertical Expansion

Surgical Platform Expansion & Renovation

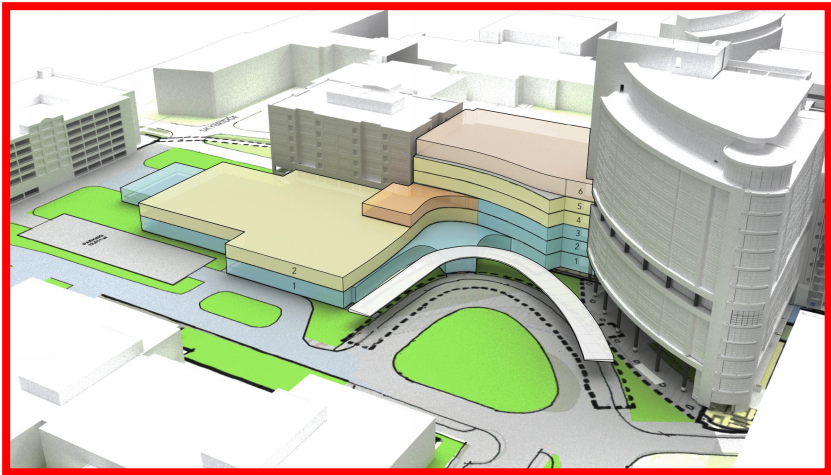**EDTC Expansion and Renovation**

Project Context (Current Project)

New EDTC Building Designed for Vertical Expansion
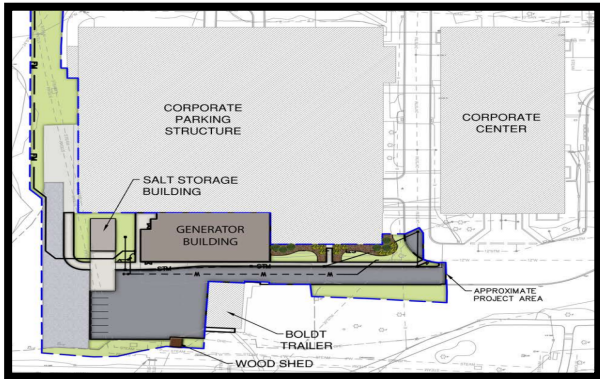
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6-Story New Building Designed for Vertical Expansion

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Problem Statement: Key Questions

- What does a culture of accountability look like, and how do you develop it?

- What are the critical steps and roles/responsibilities required for successful validation?

- How do you integrate a team comprised of over 18 design and trade partners (including lessons from doing it virtually)?
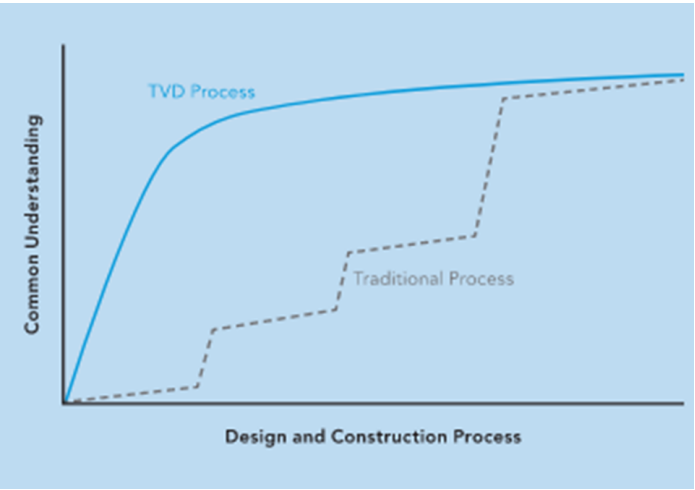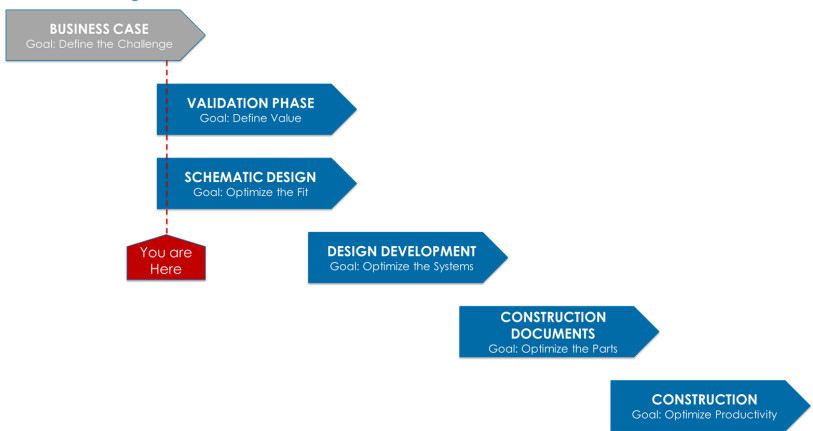
Project Absolutes

1	Kids and families first
2	Accessible, friendly, secure
3	Advance Children's as a cause
4	Support the comprehensive health of patients
5	Maintain financial sustainability
6	Enable provider and staff alignment
7	Drive operational efficiency

Accountability: Validation Onboarding: Orientation to Process

- Investing time in the entire project team

- Defining roles and responsibilities

- Clarifying decision making process

- Explaining the target value design process

Phases of Design Process

BUSINESS CASE
Goal: Define the Challenge

VALIDATION PHASE
Goal: Define Value

SCHEMATIC DESIGN
Goal: Optimize the Fit

You are Here

DESIGN DEVELOPMENT
Goal: Optimize the Systems

CONSTRUCTION DOCUMENTS
Goal: Optimize the Parts

CONSTRUCTION
Goal: Optimize Productivity

TVD Process

Traditional Process

Common Understanding (vertical axis)

Design and Construction Process (horizontal axis)

EDTC Preliminary Work Plan 12/31/2019		Week 1/6	Week 1/13	Week 1/20	Week 1/27	Week 2/3	Week 2/10	Week 2/17	Week 2/24	Week 3/2	Week 3/9	Week 3/16	Week 3/23	Week 3/30	Week 4/6	Week 4/13	Week 4/20	Week 4/27	Week 5/4	Week 5/11	Week 5/18	Week 5/25
Exterior and Interior Design			●	●		●		●		●				Publish Validation Report Draft			●		Publish Validation Report	Contract Updates		
EDTC Fitout			●	●		●		●		●		●					●					
Retail Pharmacy Fitout			●	●		●		●		●		●					●					
Outpatient Lab Fitout			●	●		●		●		●		●					●					
Ambulatory Imaging Fitout			●	●		●		●		●		●		●		●		Documentation			Publish NT Addendum	
North Tower Impacts															Documentation							

Accountability: Validation Onboarding: Engagement

- Engaging the team, starting at kick off

  - What excites you the most about the project?

  - Where do you see the greatest opportunity?

  - What aspect of the project do you believe will be most challenging?

- Building accountability for scope and budget

  - Describing scope: what and why (or why not)

  - Defining budget and change processes

Cost Category	MCIP Children's Team Member	VP Sponsor
Surgery	Luke Belter, Felicia Jackson	Erin Yale
North Tower / Ambulatory	Juliet Kersten	Juliet Kersten
Generator Plant	Matt Wade, Kyle Zastrow	Matt Wade
EDTC	JoLyn Zamora, Melissa Barber	Lisa Jentsch

Cost Category	MCIP CHW Team Member	VP Sponsor
1.0 – Design Services	P-COOR / Greg Heiser	Matt Wade
2.0 – Construction	P-COOR / Nick Loughrin	Matt Wade
3.0 - Owner Representative & Consulting	Mike Huebner	Matt Wade
4.0 - Other Soft Costs	Mike Huebner	Matt Wade
5.0 - IS / Technology	Karen Doubek	Angela Johnson
6.0 - Equipment - Medical	Terry Hensler	Erin Yale
6.0 - Equipment - Non-Medical	Kevin Erwin	Sam Green
7.0 – Furniture & Signage	Carley Acosta	Matt Wade
7.0 – Artwork	Sam Green	Nancy Korom

Team Integration: Schematic Design & Owner Engagement

- Onboarding: IPD Team Integration

- Set-based design

- Defining what is important

- Set-based Design: Multiple iterations

- Confirm design concepts

- Ensure shared understanding of scope and budget

Desirability – Is this a solution that anybody wants?

Feasibility – Is this a solution that we can produce?

Viability – Is this a solution that we can afford?

This strategy of carrying multiple sets of solutions forward, and gradually narrowing them down as design evolves, leads to less rework by proactively weighing costs and trade-offs in the analysis of options, allowing for better informed decisions by delaying decision points until the last responsible moment, and for a better handling of uncertainty during the design process.

Create   Analyze   Converge   Decide

Desirability   Visability   Feasibility
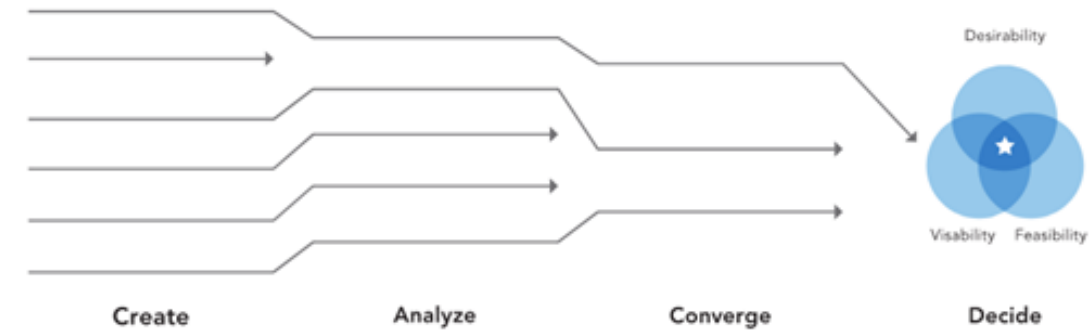
Successful Validation: EDTC Owner Engagement

- Accountability: Take every opportunity for operational improvements to improve workflow, even seeking second and third opinions

- EDTC Racetrack Iterations

- Imaging & Administration

Early EDTC Plan

Final EDTC Plan
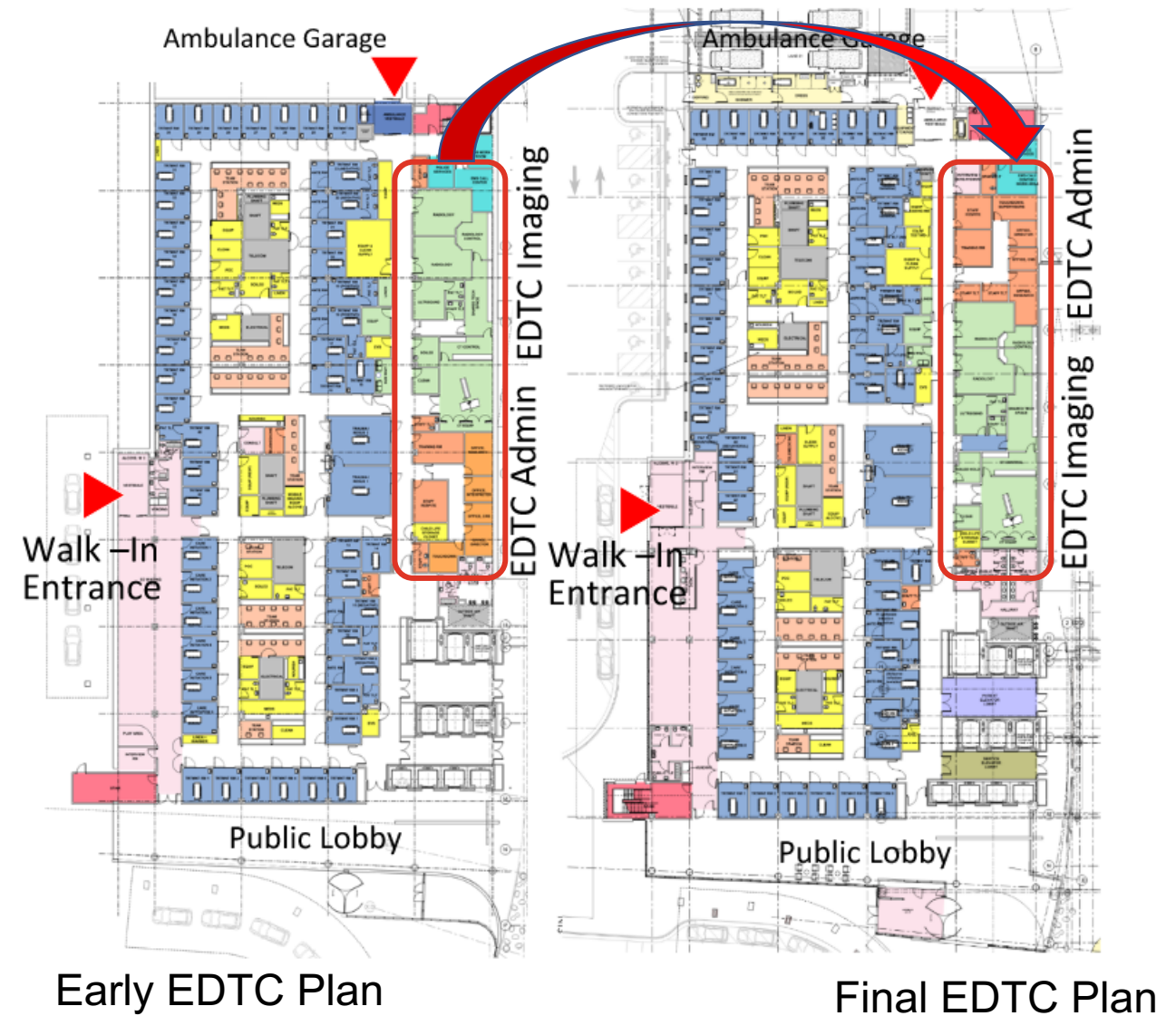
EDTC Level 1 Plan
Northwest Tower

Successful Validation: Schematic Design

Stakeholder engagement:

- Process mapping with movement, including distance measures

- Operational flow reviews with stakeholders
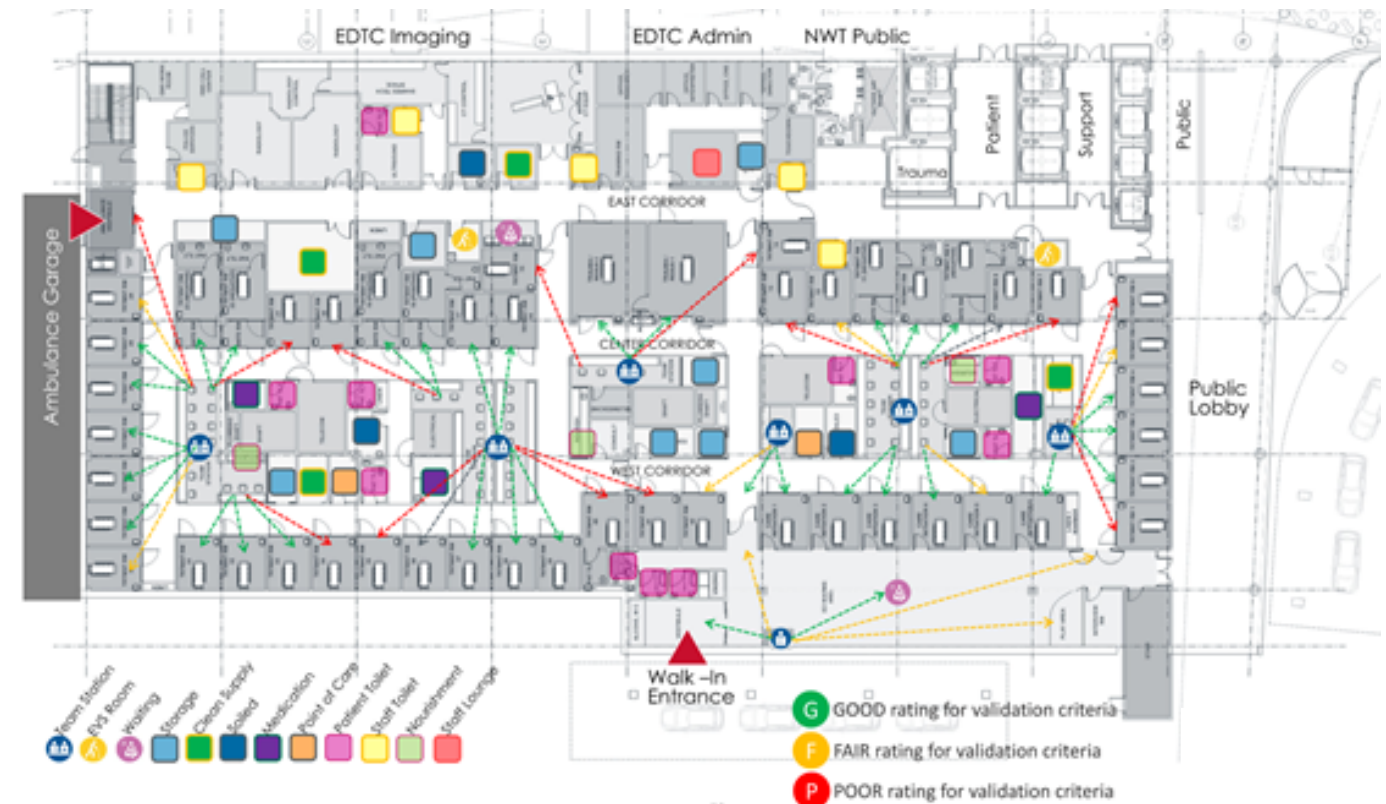
Successful Validation: EDTC Owner Engagement

Operational improvement in workflow, recommendations:

- Align patient flow with clinical team line of sights to maximize safety and security

- Optimize locations of team stations and support areas to reduce travel distances
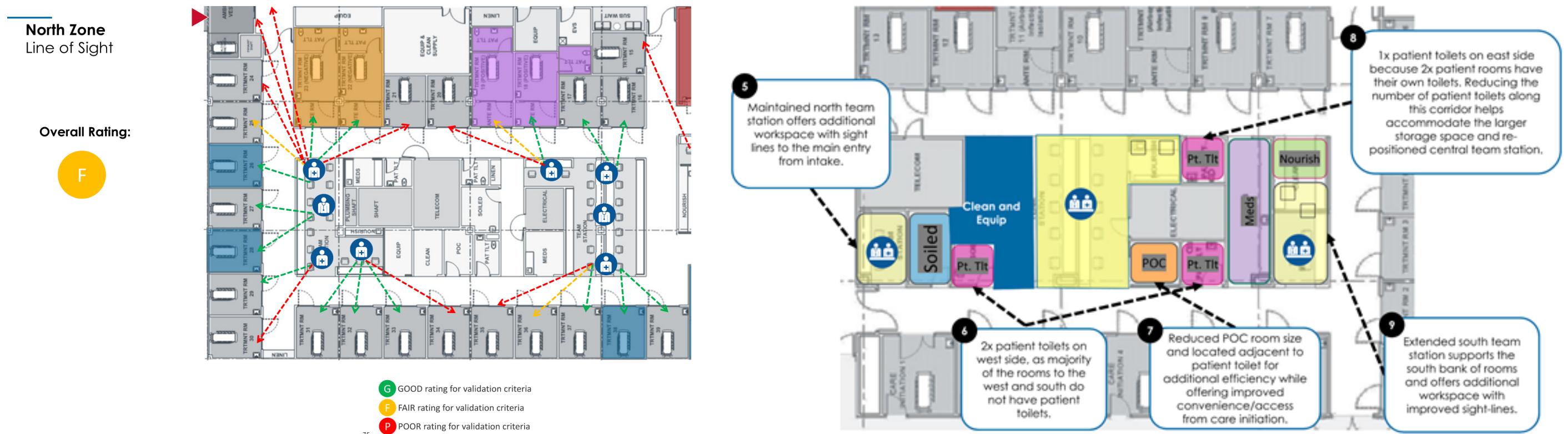
Accountability: Cost Trend Check

Design & Construction Cost Management
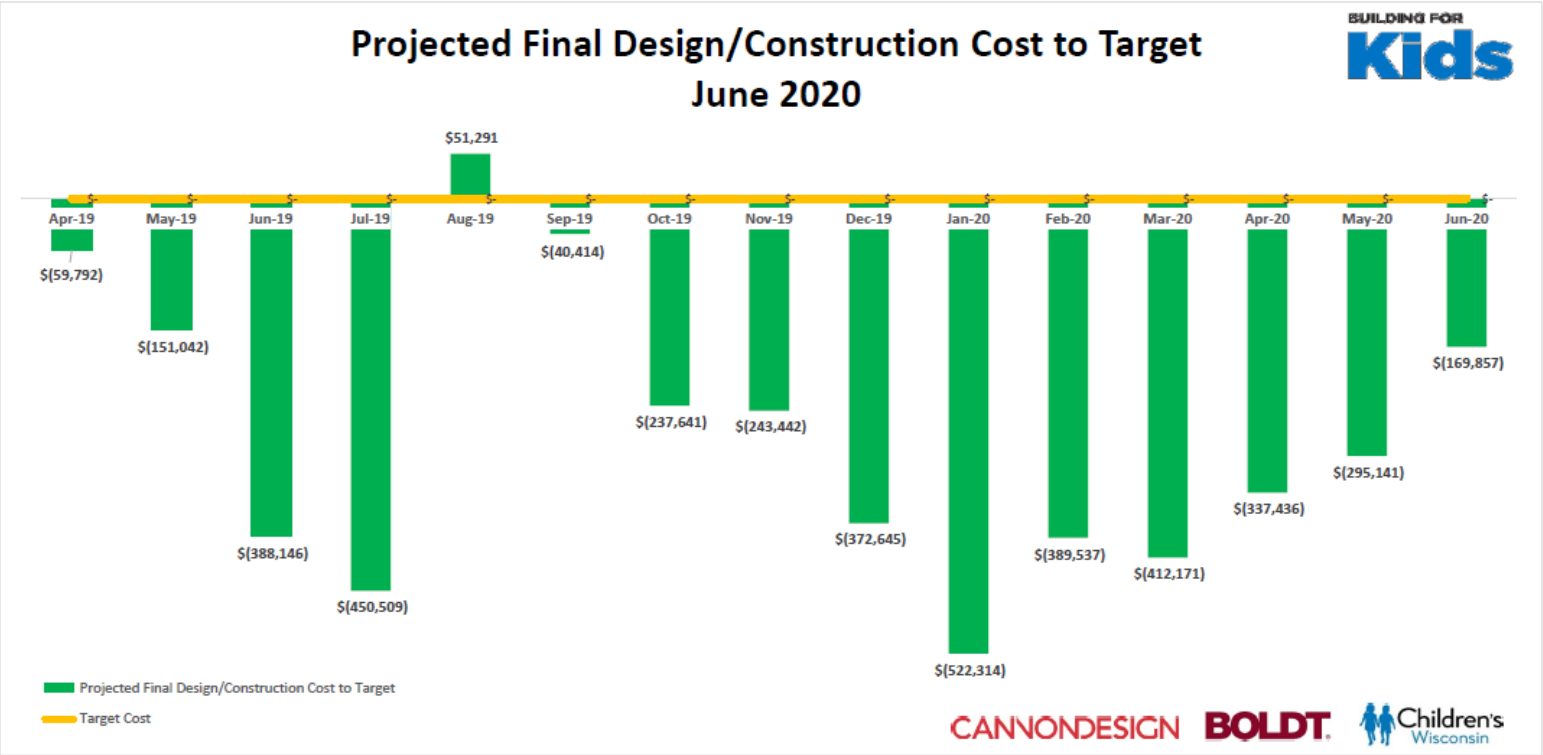
Owner Cost Management
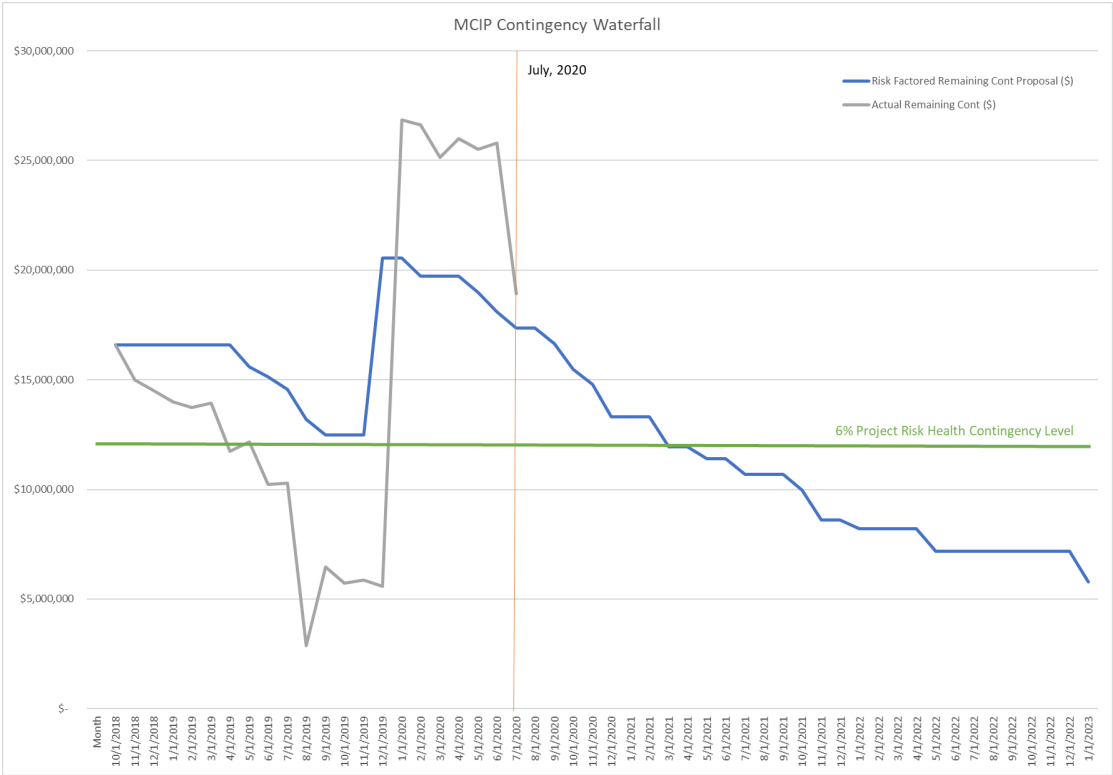
Accountability: Validation Review

- Objectives:
  - Confirm design concepts
  - Ensure shared understanding of scope and budget
- Outcomes:
  - All impacted leaders read and understood the validated project
  - Confirm the project was ready to advance to the next phase

Validation report review and comment

- Assigned review teams and responsibilities
- Tracked all comments and questions

Comment review

- Answered questions
- Evaluated scope changes
- Measured impact to scope and budget

Decisions / updates

- Validated changes / impacts with governance teams
- Tied out all comments

Closing

Lean Construction Institute
Transforming the Built Environment

Importance of Validation Phase
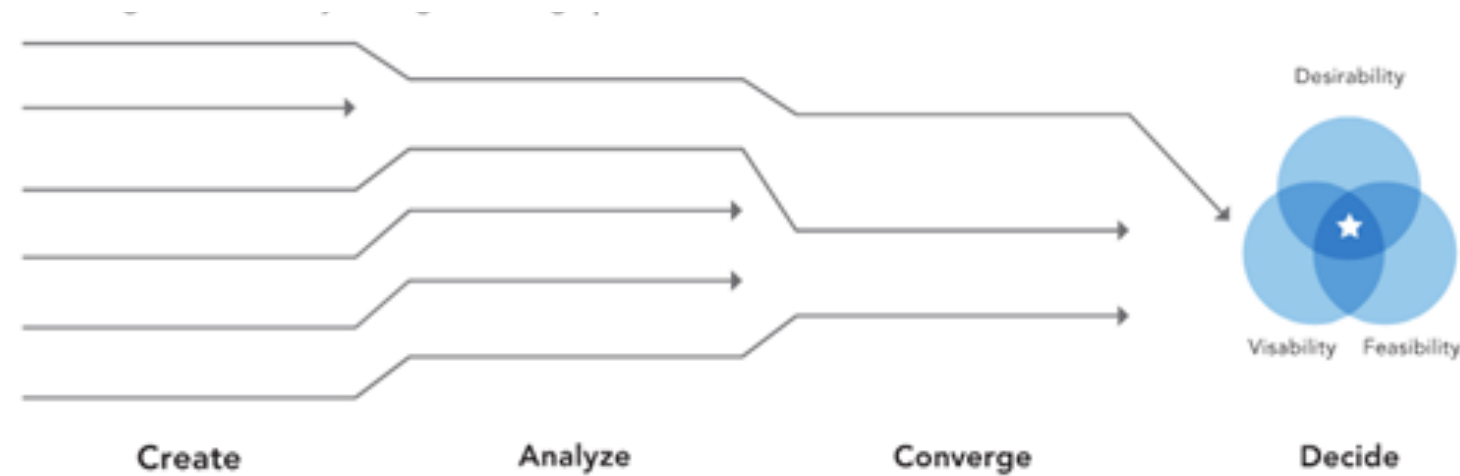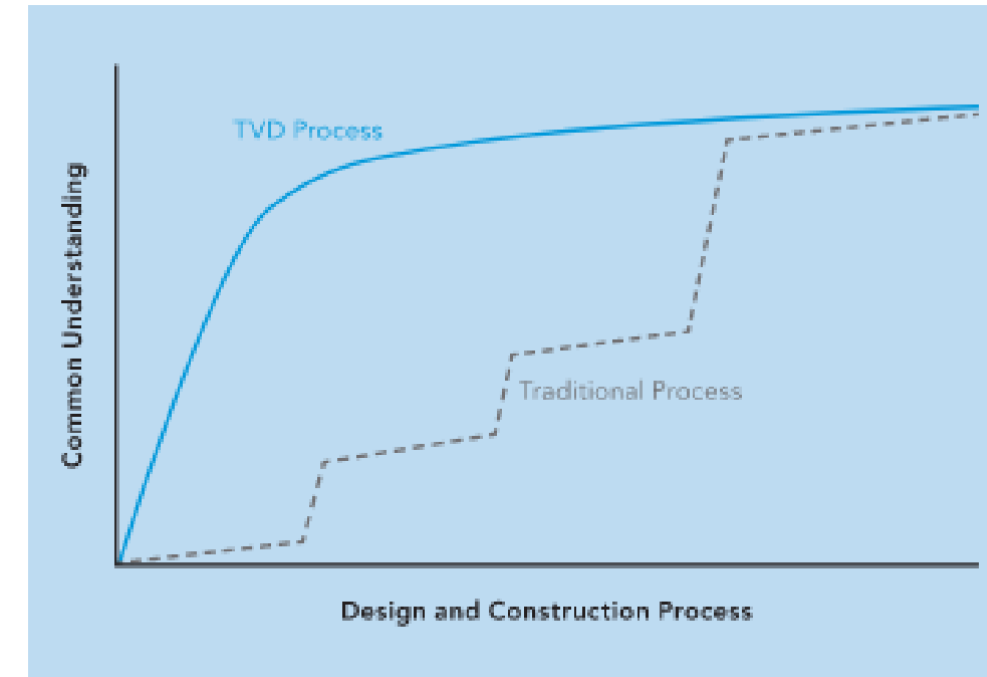
COVID-19 Impacts & Success

Technology & tools enabled the team to storm-on successfully
All virtual meetings **-** March-on
OpenSpace **-** Virtual Site
CW MCIP - **TVD Metrics**
Utilization of *Smartsheet*
Zoom - Team happy hours

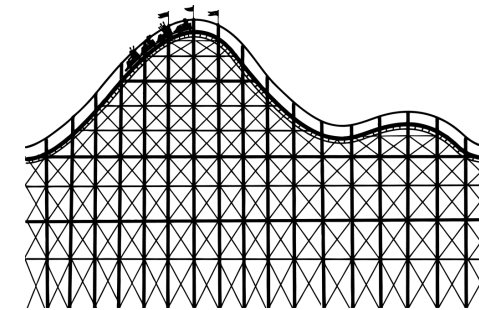Design & Constraints

Last Week 83% & This Week 81%

Results & Ongoing Challenges

Collaborative, successful validation
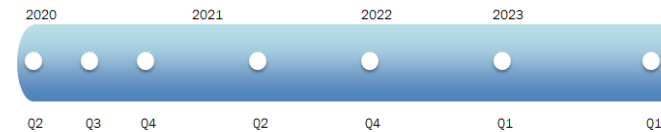
Replanning capital investments

Change management

Maintaining urgency

Contact Us

Nick Loughrin

The Boldt Company

nick.loughrin@boldt.com

Greg Heiser, AIA, EDAC

CannonDesign

gheiser@cannondesign.com

Sam Green

Children's Wisconsin

sgreen@chw.org

Kate Edwards

Whiting-Turner

kate.edwards@whiting-turner.com

In the spirit of continuous improvement, we would like to remind you to complete this session's survey in the Congress app! We look forward to receiving your feedback. Highest rated presenters will be recognized.

Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!