

**25<sup>TH</sup> ANNUAL**



**25<sup>TH</sup> LCI CONGRESS**  
**OCTOBER 24-27, 2023**

# **Earned Value of an IPD Pediatric Partnership – Constructing A New Culture**

Spencer Seals - Cook Children's Health Care System

Joe Donarumo - Linbeck

Zac Hillyard - SSR

**25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY**

October 26th, 2023



# Introductions



Spencer Seals



Joe Donarumo

LINBECK



Zac Hillyard





# A Bit of History



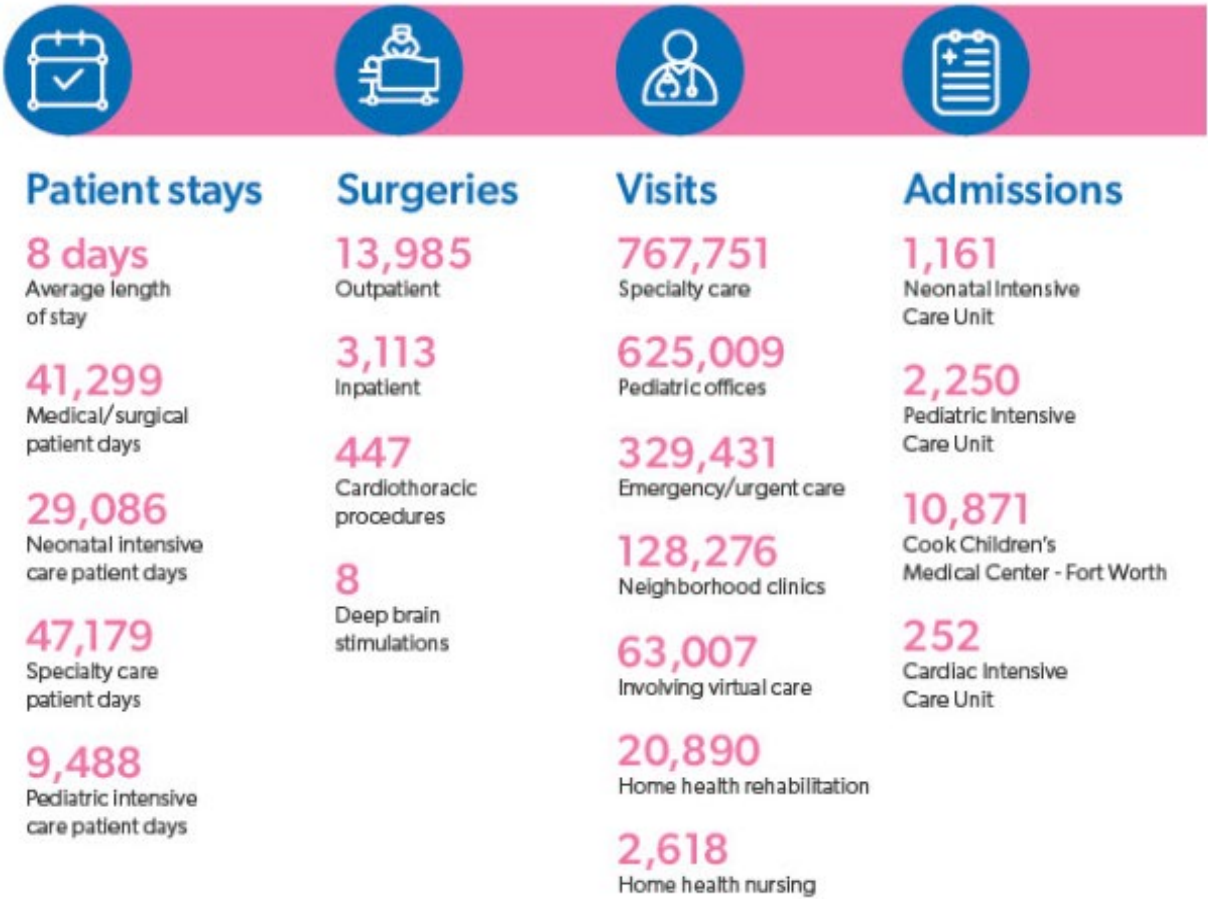
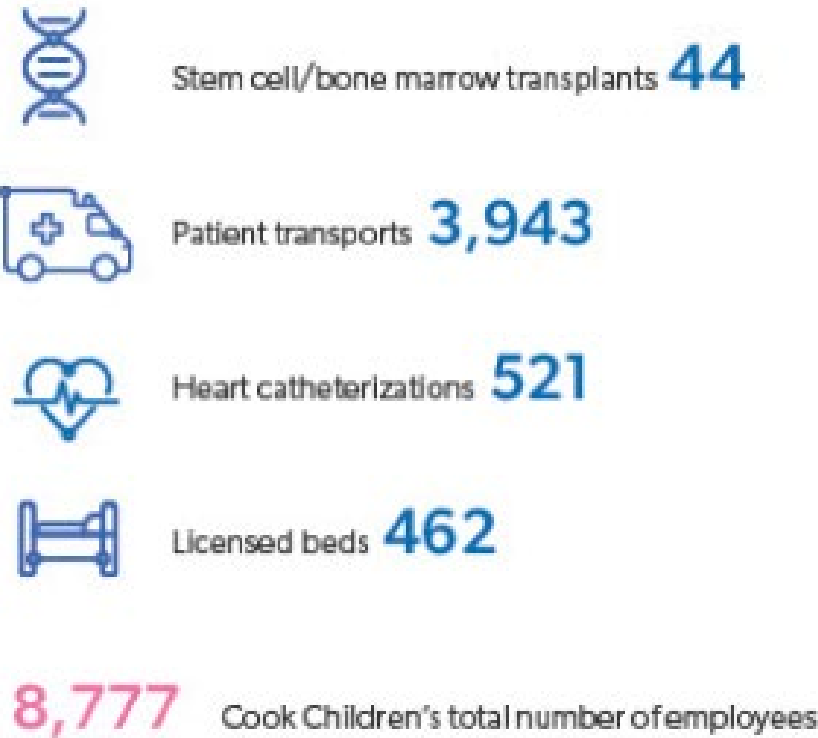
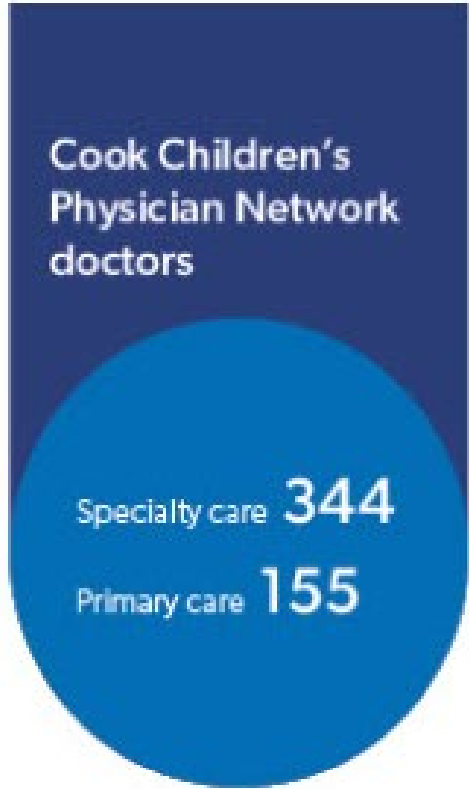


# Cook Children’s Health Care System

## Our Promise

*Knowing every child’s life is sacred, we promise to improve the well-being of every child in our care and our communities*

*Exceptional care for every child, every day through the Art of Caring, Use of Leading Technology, & Extraordinary Collaboration*





# The Plan





# Big Improvements





# What Do WE Want To Be?



# What do WE want to be?

***“An owner needs to decide what it’s buying - a product - or the services of a team to solve a problem that no one completely understands and that keeps changing.”***

***- Jim Carroll, Washington Group***





# OUR TEAM



**CookChildren's®**

  
LINBECK

**SSR**



**HKS**





# OUR TEAM



*We have created a virtual development company based on trust and mutual respect to deliver world class facilities to the owner by reducing waste and increasing value through the application of LEAN principles.*

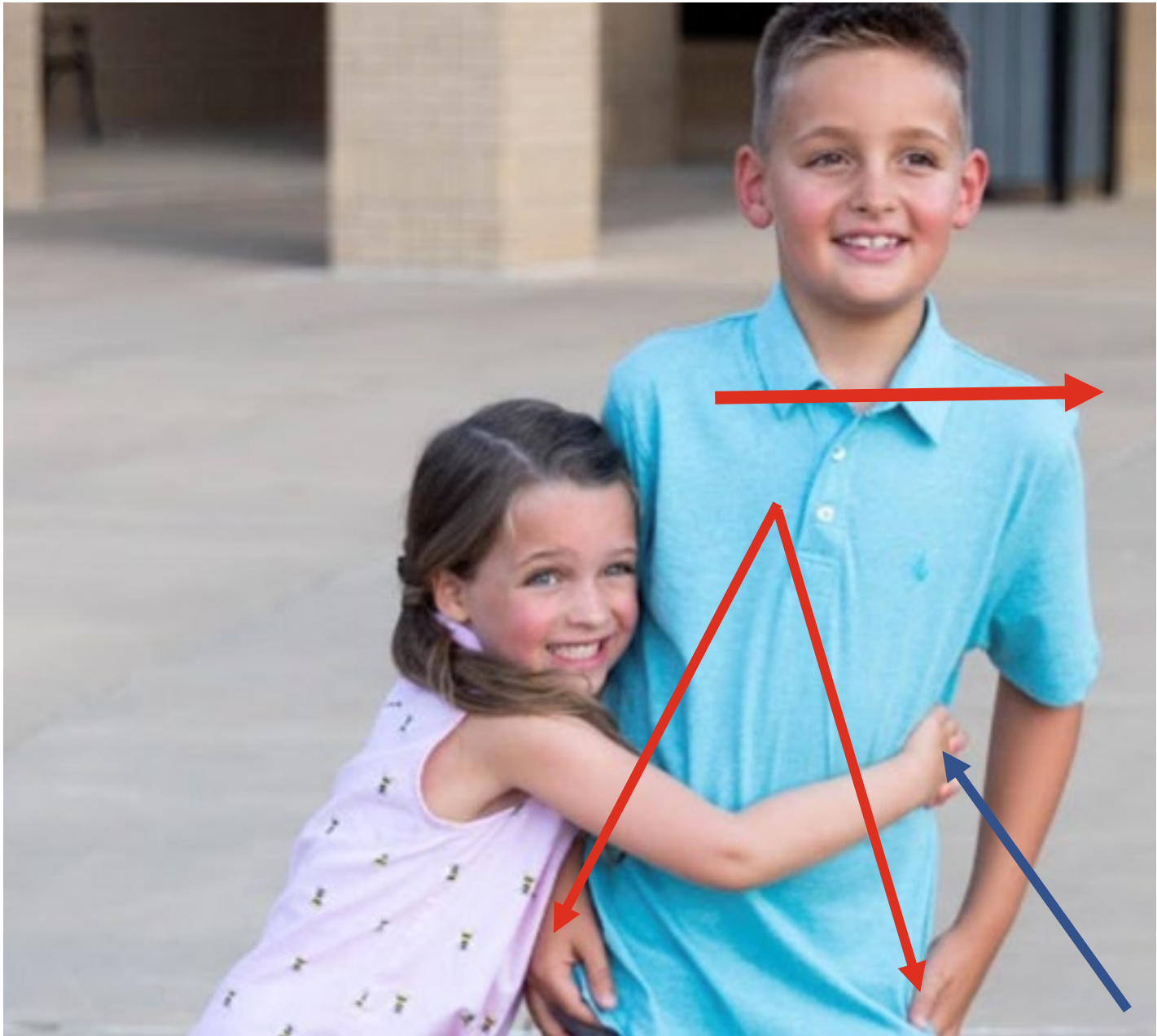
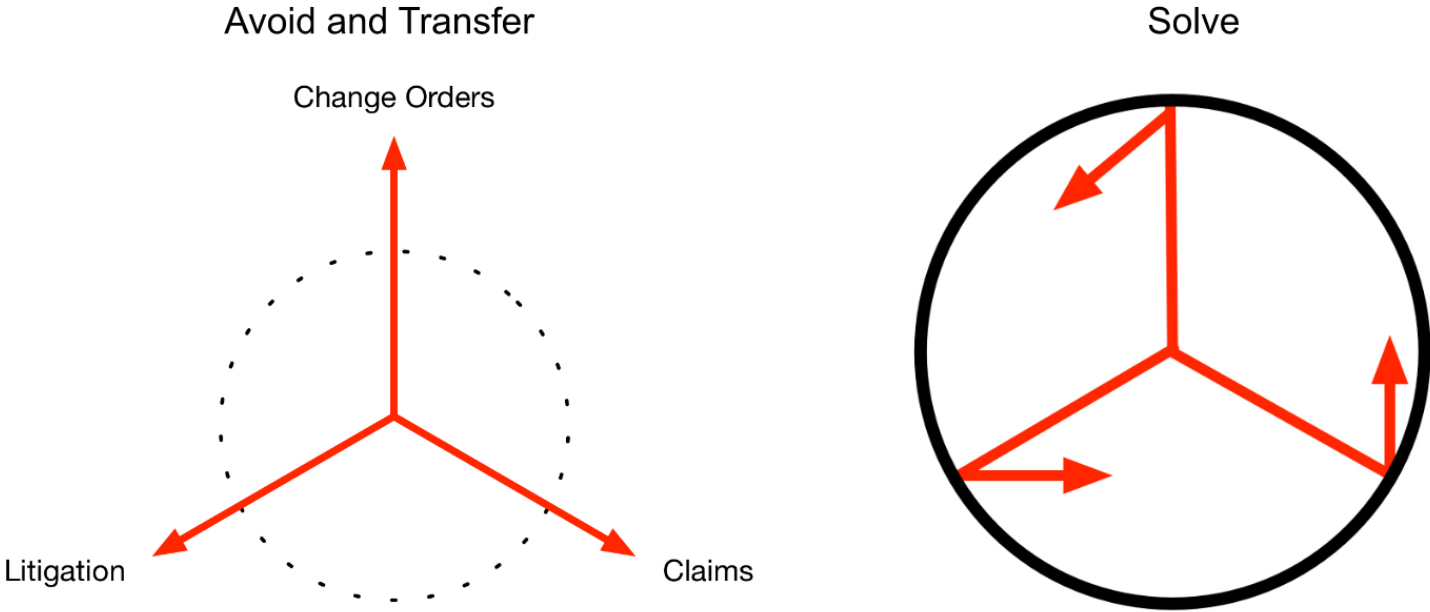


# OUR TEAM



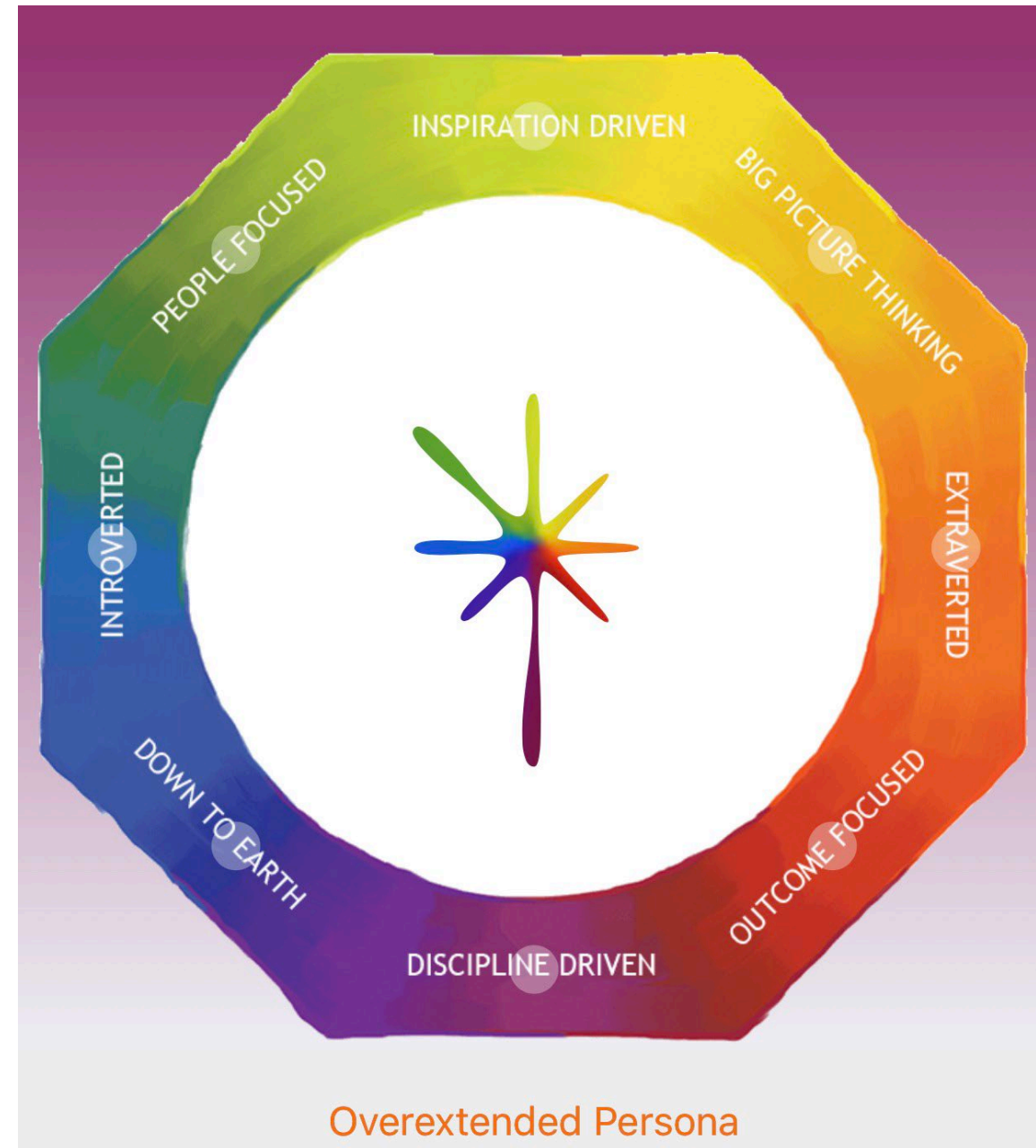
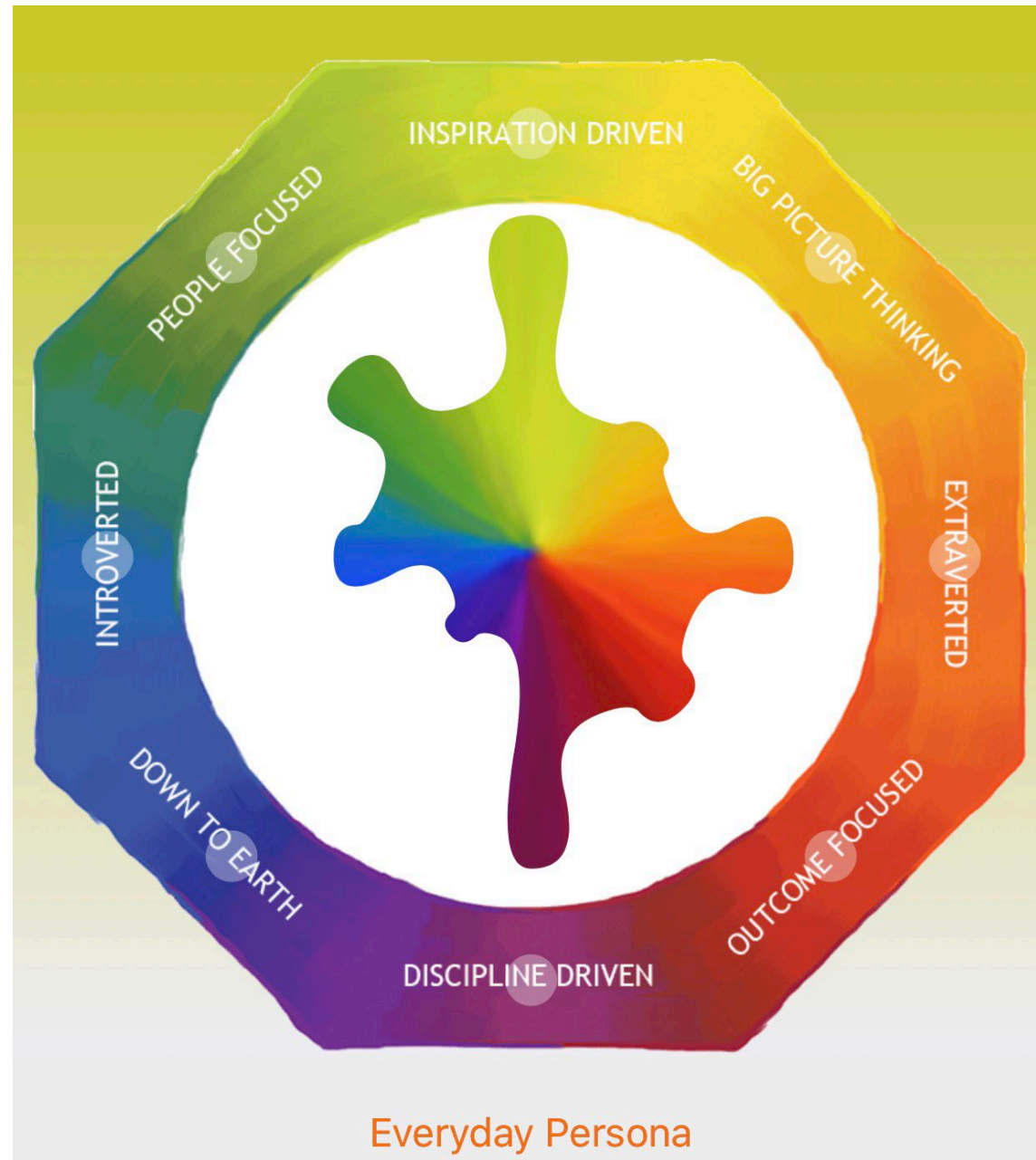


# Investment in OUR TEAM





# Investment in OUR TEAM



# How Do WE Get There?





# Run Effective Meetings

1

**State the meeting's objective.**

6

**Assign responsibilities and a due date for action items.**

2

**Allocate time for each agenda topic.**

7

**Articulate the next meeting's objective.**

3

**Assign a timekeeper, a note-taker, and a facilitator.**

8

**Establish the time, date, facilitator, note-taker, and timekeeper for the next meeting.**

4

**Start on time, finish on time.**

9

**Perform a quick Plus/Delta evaluation on the meeting.**

5

**Differentiate meeting notes from action items.**

10

**Complete the meeting notes live and send them immediately afterward.**

# Rules & Reports

## Ground Rules of CORE TEAM

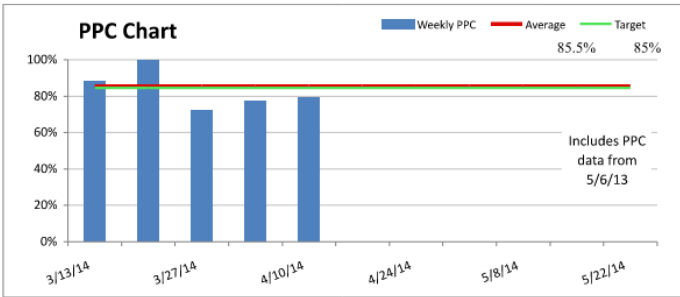
- 1. This is a safe zone – treat each other with mutual respect.
- 2. Leave “rank” at the door.
- 3. Everyone participates; no one dominates.
- 4. Help us stay on track.
- 5. Engage – focus your attention.
- 6. Keep an open mind – think of the possibilities.
- 7. Listen to each other – one conversation at a time.
- 8. Ask questions – clarify needs.
- 9. Come back from breaks on time.
- 10. All phone calls should be taken outside the room.
- 11. **\*All cell phones and computers are to be silenced and with focus on the meeting, not on computers and texting.**

### Cook Children's Medical Center - South Tower Project Executive Oversight Committee Update Apr 14, 2014

**A Current Activities**  
In process of Detail Design Meetings; 64 of 65 meetings held.  
Department final sign-offs - 5 of 6; EOC sign-offs 3 of 6  
C&FP Review & Sign-Off - 0 of 4  
Library construction; OH rough-in 50% complete, drywall one-side in progress.  
Public utilities in 7th Ave start 4/21/14. Anticipated completion pending CoFW acceptance of proposed work plan; meeting on 4/16.  
NT-ST Tunnel excavation on South side ongoing. Concrete work starts 4/21.  
Mass excavation in progress; 58% complete. Have reached grey limestone.  
Pre Cast Erection plan to be coordinated with CCMC. Design assist with Gate 75% Complete.  
ED Phase 1a, 1b, and 1c Demolition continuing.  
AHU / Penthouse Replacement; AHU's delivery 1st week of June. Decommissioning of existing units underway.

**B Decisions Needed**  
ED Enhancements  
3rd Floor Terrace  
Level 2 Renovation Phasing; Meeting scheduled for 4/17  
Precast color variation upgrade cost approval.

**C Key Performance Indicators Update**  
Latest survey result; 3/28/14 66.5%  
Average Survey result 69.2%



Excavation, Soil Retention, NT-ST Tunnel in Progress - 4/14/14

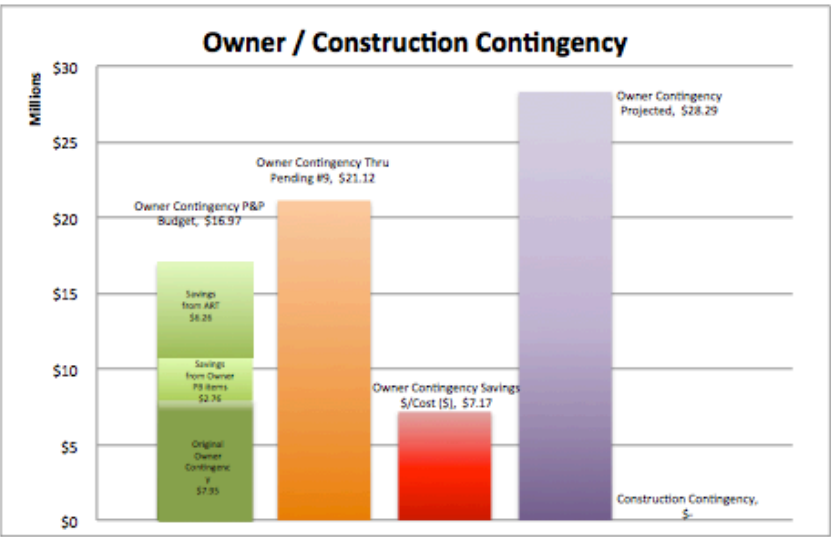
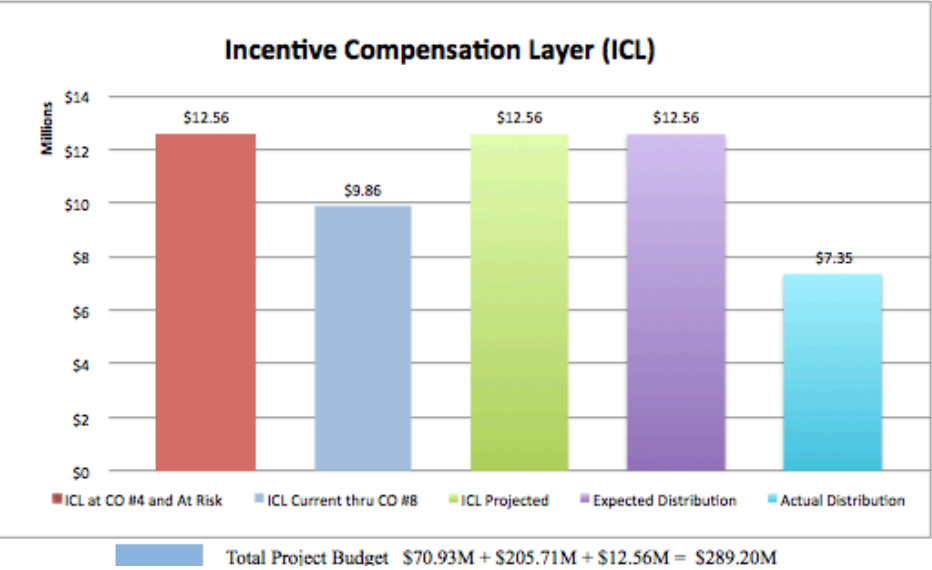
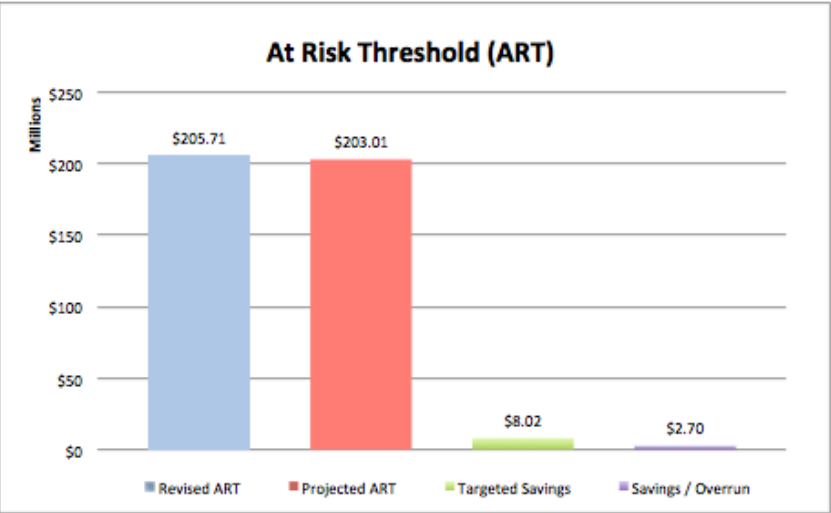
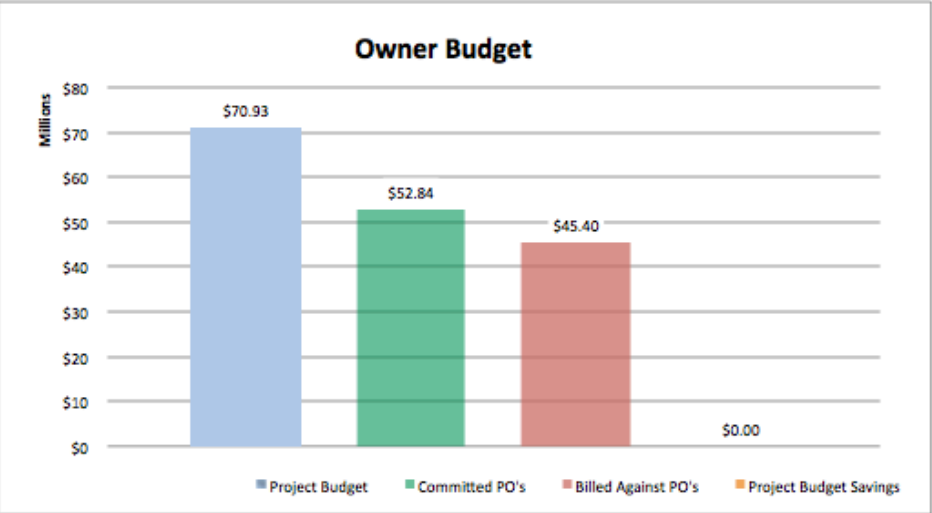


Rendering of future South Tower looking Southeast



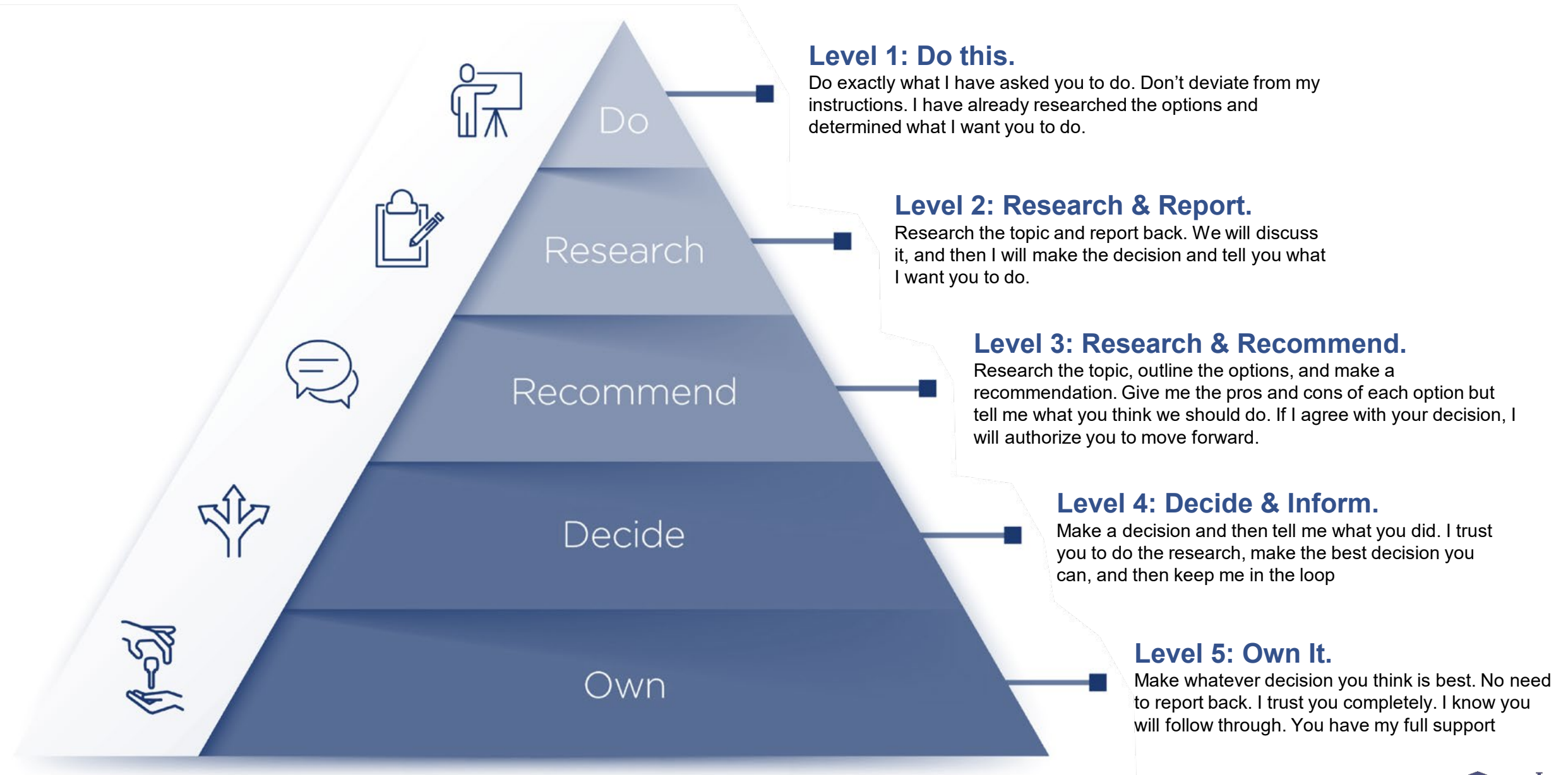
# Rules & Reports

	Original	Projected Actual
At-Risk Threshold (Construction and Professional Services)	\$200,654,000	\$177,020,000
Incentive Compensation Layer (Core Team Profits)	\$12,027,000	\$12,560,000
FF&E	\$67,559,000	\$70,910,000
Contingency	\$8,860,000	\$28,710,000
Total	\$289,200,000	\$289,200,000
The budget was tracked on a weekly basis using the graphs to the right		





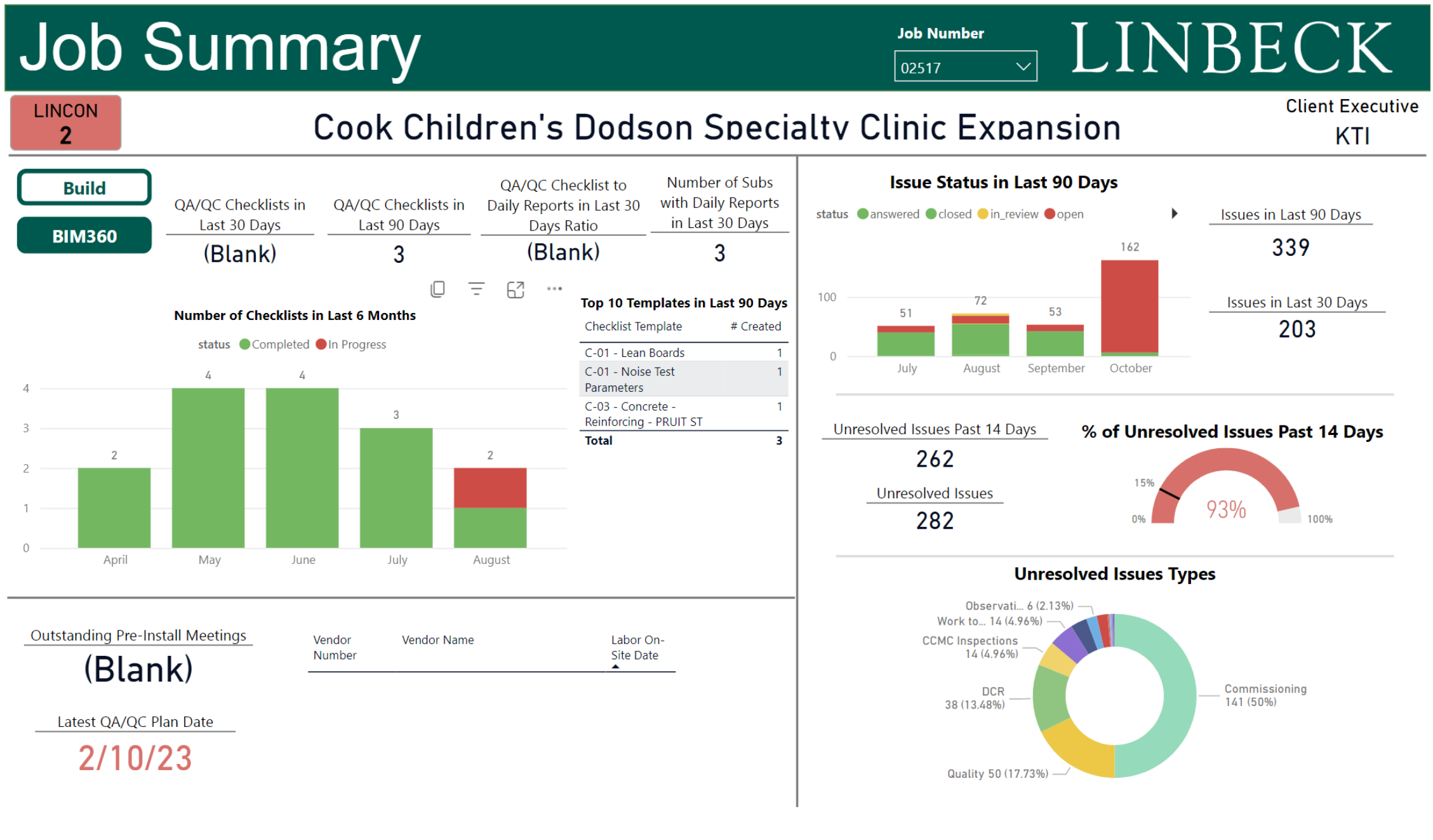
# The 5 Levels of Delegation





# Working Through Conflict & Confrontations







# How Are WE Doing?





# OUR Integrated Project Delivery Journey

2013

## ROB Office Building

- Administrative Office Building
- and Parking Garage
- 50% Profit at Risk



2018

## South Tower & Utility Plant

- 318,000sqft New Construction;  
100,000sqft Renovation
- 27,000sqft Utility Plant
- 100% Profit at Risk



2022

## Cook Children's Medical Center Prosper

- De Novo UCC, Primary Care, Surgical Center MOB, & Children's Hospital
- 100% Profit at Risk



2023

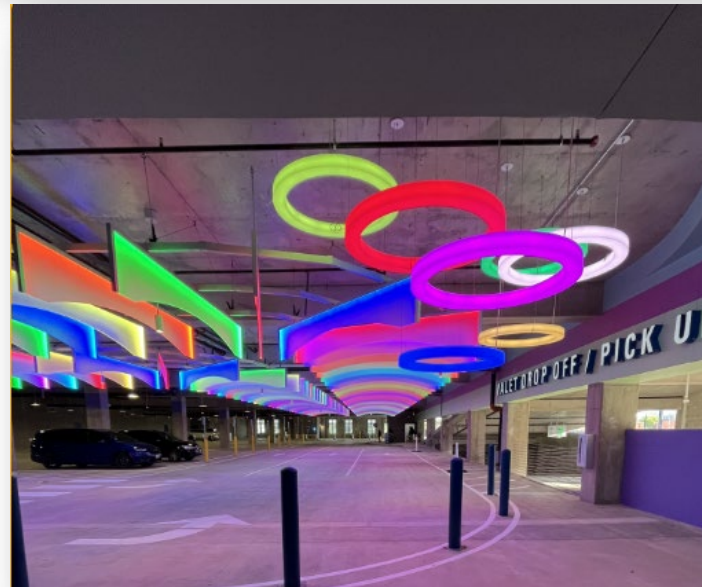
## Dodson Expansion & Parking Garage

- 240,000sqft Clinic Expansion & 910 Space Garage
- 100% Profit at Risk





# How Are We Doing?





# How Are We Doing?





# Q&A







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**In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.**





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Thank you for attending this presentation. Enjoy the rest of the 25<sup>th</sup> Annual LCI Congress!