

26<sup>TH</sup> ANNUAL

# National Owner Panel



**Victor Sanvido,**  
*Moderator*  
*Southland Industries*



**Luciana Burdi**  
*Massachusetts Port Authority*



**Digby Christian**  
*Sutter Health*



**William Seed**  
*Jackson Health System*



26<sup>TH</sup> LCI CONGRESS  
OCTOBER 22-25, 2024

#LCICongress24

**26<sup>TH</sup> ANNUAL**



**26<sup>TH</sup> LCI CONGRESS**  
**OCTOBER 22-25, 2024**

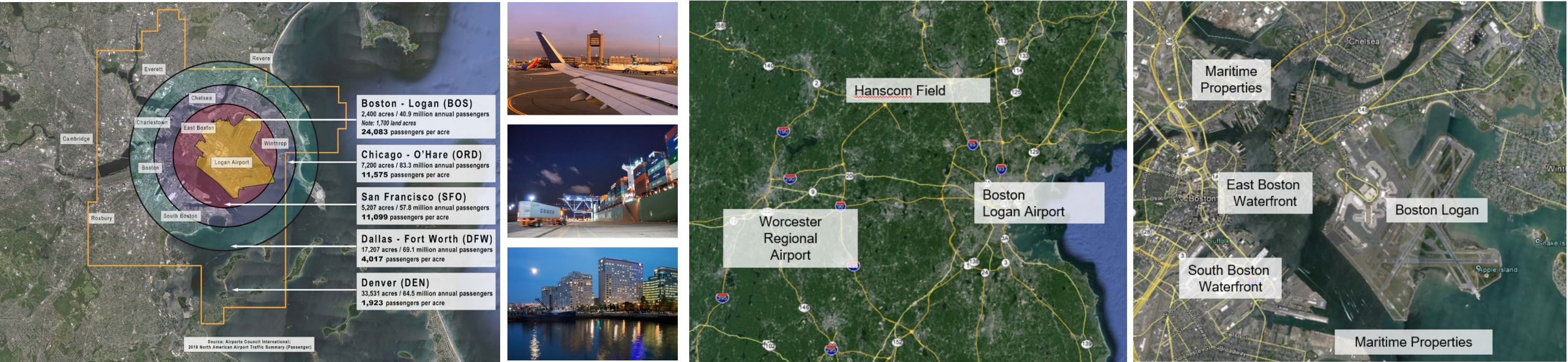
# **National Owner Panel**

**Luciana Burdi**

Director Capital Programs and Environmental Affairs,  
Massachusetts Port Authority

**SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION**

# Massachusetts Port Authority (MPA) Line of Business



## Capital Programs & Environmental Affairs

**VISION**

Transform our industry through innovation;  
create value for our clients and  
deliver "best-in-class" infrastructure projects  
for our customers.

**MISSION**

Excel in delivering projects that enhance our customers' experience by programming, designing and building safe, efficient and sustainable infrastructure. We commit to doing this by being **inclusive, leveraging technology** and finding opportunities to **continuously improve** in our project management and delivery.



### Aviation

- Logan Airport
- Hanscom Field
- Worcester Airport

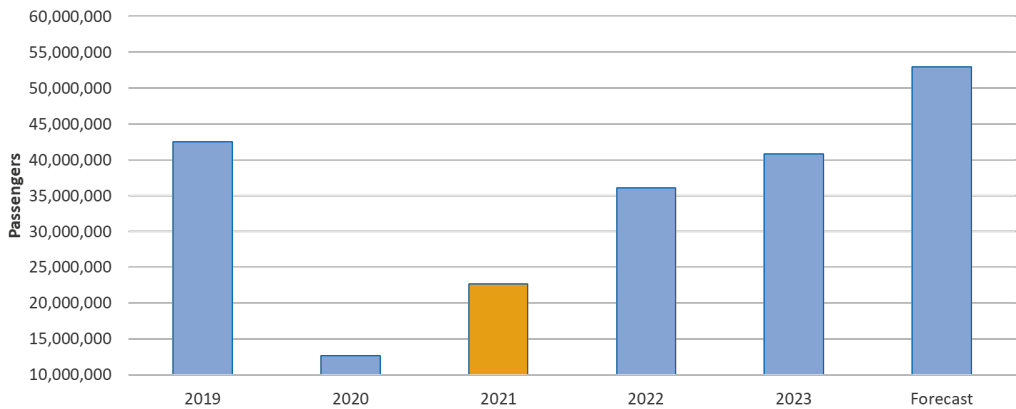
### Real Estate

- South Boston
- East Boston
- Charlestown

### Maritime

- Conley Terminal
- Flynn Cruiseport Boston
- Seafood Landlord
- Boston Autoport

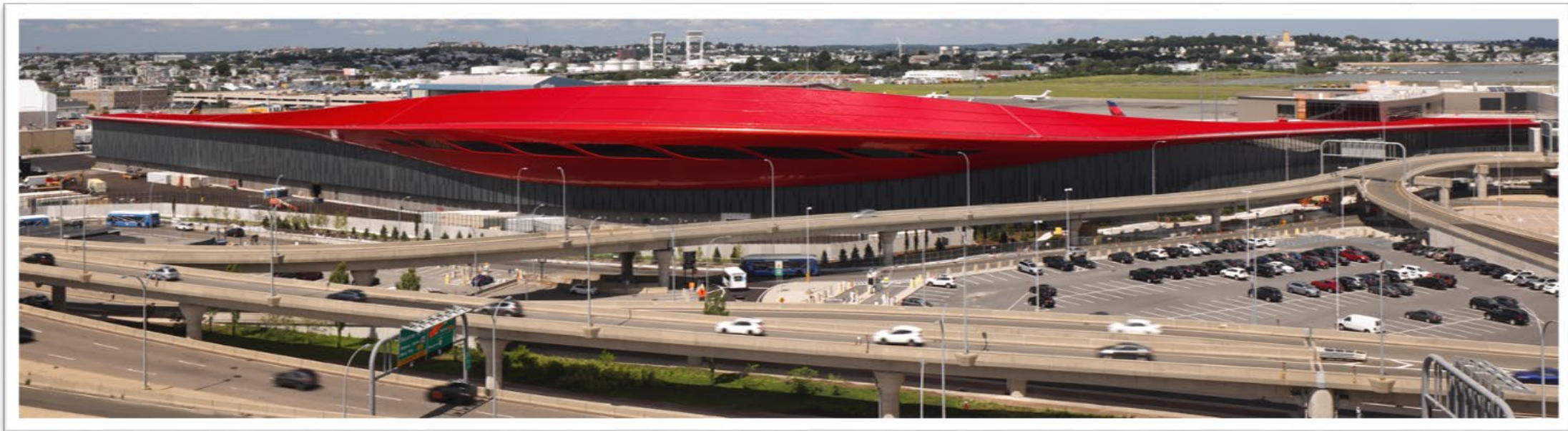
## Logan Projections within 10-15 years





# Challenges to Implementing a Lean Organization Approach

- Lack of champion & passion at executive leadership level
- Resistance to modify past approaches
- Time to learn new approaches
- Confidence to implement new approaches
- Insufficient training
- Cost of 'learning curve' to implementing new approaches
- Lack of alignment and communication of expectations
- Change fatigue – what is the most important change



26<sup>TH</sup> ANNUAL



26<sup>TH</sup> LCI CONGRESS  
OCTOBER 22-25, 2024

# National Owner Panel

Digby Christian

Executive Director of Project Delivery, Sutter  
Health

**SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION**

# Organization

- 3.5 million patients
- 57,000 employees; 12,000 physicians
- 24 Hospitals, 36 Surgery Centers, 41 specialty care centers
- \$800M per year in capital project investment



# Lean Program

- 17 years, \$4.5 Billion, 30 projects all on time, on budget
- Integrated Form of Agreement
- Last Planner System 2.0 / vPlanner
- Big Room
- Early engagement of design & trade partners
- High quality culture meshed with intense process rigor
- High levels of: Respect, Performance, Accountability & Transparency



# Current Challenges

- Growth outpacing expertise in the market
- Need to cut the cost of construction
- Need to run 5 – 10 major projects simultaneously with no drop in success rate



26<sup>TH</sup> ANNUAL



26<sup>TH</sup> LCI CONGRESS  
OCTOBER 22-25, 2024

# National Owner Panel

William Seed

Consultant, Facility Design & Construction, Jackson  
Health System

**SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION**

# Organization

2017 - current



- Public Safety-net health system, tax payor funded
- Significant government requirements/public participation
- 4 campus 8 hospitals: 2 new 6 renovated
- Various Lean intensity, small and large projects

2007 - 2014



+/- 100 projects  
\$2MM to \$200MM  
Across the country  
Various lean intensities  
Significant learning

2014 - 2016



16 programs  
\$10MM to \$1BB  
Florida/California  
Various and unique projects

# Lean Program: Employed Lean IPD Concepts/Tools/Strategies

- A3 Reporting
- A3 Decision Making
- Last Planner System
- Target Value Design
- Big Room
- Collaboration
- Study Action Team
- Core Clarity

- Early use of Trade Partners
- Plan Do Check Adjust
- Plus Delta / Retrospectives
- Continuous Estimating
- Onboarding
- Burn Rate Management
- Visual Management
- Work Clusters

- Team Based Budgeting
- Shared Risk / Reward Contract
- Value Based Partner Selection
- 5 Whys
- 5 S

High Value  
Easy Implementation

Contracting:  
CMAR cost plus a fee  
Design Assist Trades, as many as 12  
Shared savings  
Fully auditable costs



# ILPD Challenge: Leadership-Passion-Compassion- Change

	Leadership skills	Transformational Change	Strategic Change	Tactical Change
Iterative	Emotional intelligence	Hierarchical to network organization	Early Team Involvement	Last Planner System
	Individual skill assessment	Individual Company Goals to Project Goals	Consensus Decision Making	A3 Thinking
Continuous	Team Dysfunction, dynamics/facilitation	Personal Goals to Project Goals	Seek and use craft, trade and multi-stakeholder input	Choosing By Advantages
Repetitive	Multi-organizational leadership talent	Piece Work Optimization to Project wide	Continuous Estimating	PDCA Cycles
Backslide	Relationship management	Local Optimization to Value Stream	Target Value Design	Swarming
New members join	Integration skills: studios, designers, builders, operators	Rigidly defined roles to no stripes in the room	PDCA on all phases of development and build	5 Why
Outside Challenges	Cheerleader/encourager	Just get it done to PDCA	Burn Rate management	Ohno Circle
	Drive collaboration not just cooperation	Just get it done to continuous reflection	Consolidated Budget/cost management	Daily Huddles
Organization Pressure	RESILIENCE!!!!!!	Big Room Rules	Conditions of Satisfaction	Conditions of Satisfaction





26<sup>TH</sup> LCI CONGRESS  
OCTOBER 22-25, 2024

# 26<sup>TH</sup> LCI CONGRESS

#LCICongress24

© LEAN CONSTRUCTION INSTITUTE