INTEGRATING DELIVERY OF A LARGE HOSPITAL COMPLEX

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1 Background and Identification of Problem

This paper describes the integration of a large Healthcare project relative to a theoretical model, the Simple Framework for Integrating Project Delivery. The research question is whether project leaders and team members, without explicit knowledge of the model, developed a working system that closely approximated the Simple Framework to deliver a valuable high performing building.

2 Research Methodology

The authors used the case study method to understand what leaders and team members did to deliver the project. The paper reports reflections by senior leaders on the work they did to integrate their project. It also describes how Lean Construction and Virtual Design & Construction (VDC) supported effective integration and delivery of a very successful project. Figure 1 shows elements and enablers of the Simple Framework.

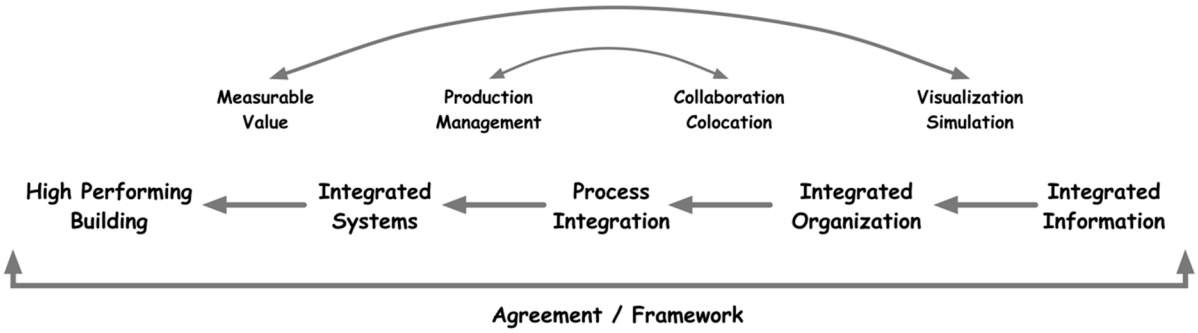

Figure 1: The Simple Framework for Integrating Project Delivery.

3 Research findings

The experience, work and outcomes of the UCSF Mission Bay Hospitals provide useful insights integrating project delivery, as follows.

1. Senior leaders faced an imperative to integrate the building components and systems to achieve high performance.

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2. In the face of this imperative, senior leaders of the project committed themselves to building a community, and integrating knowledge, effort and information, as opposed to implementing a set of methods and process.
3. Project leaders and team members learned and applied Virtual Design and Construction to produce deliverables using Lean methods. Figure 2 shows the VDC model the team applied.
4. Independent of the Simple Framework model, team members used all of the enablers described in the model to create the essential building blocks required to deliver what they had promised.

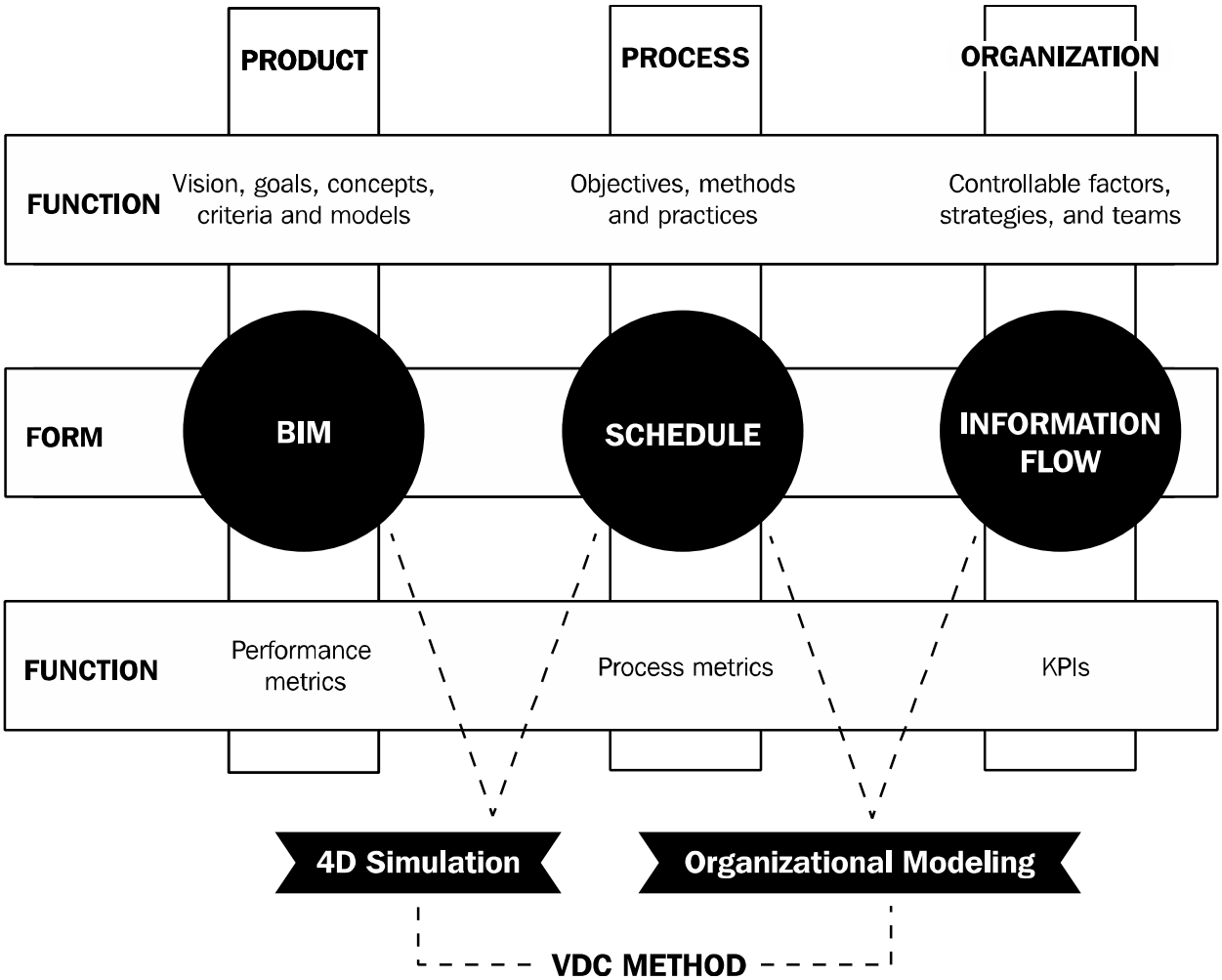

Figure 2: Modelling the Product, Organization and Process using Virtual Design & Construction.

4 Summary

The "Simple Framework for Integrating Project Delivery" explains why and how project teams must integrate their knowledge, their organization and their information. It explains how teams can leverage metrics, models (energy, BIM, cost and schedule), co-location and collaboration, and production management to deliver a high performing building. This model was validated in action on the UCSF Mission Bay Hospitals project where senior project leaders created an integrated community that employed Lean and Virtual Design and Construction methods to create solutions in the best interest of the delivering the high performing building they promised.