

“I Love It, Now Change It” Transitioning to Stable Occupancy through Proactive Planning

MWHCEC

“Bridging the Gap”

Indianapolis, IN

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PMA

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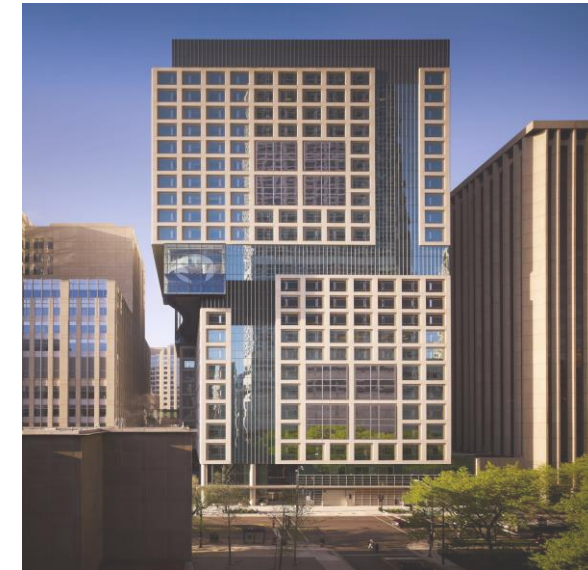
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GUIDON
SUSTAINABLE ARCHITECTURE • ENGINEERING



“I Love It, Now Change It”
Transitioning to Stable Occupancy through Proactive Planning

A Show of Hands

Owners/Owner Reps

Contractors

Architects/Engineers

Facility Managers



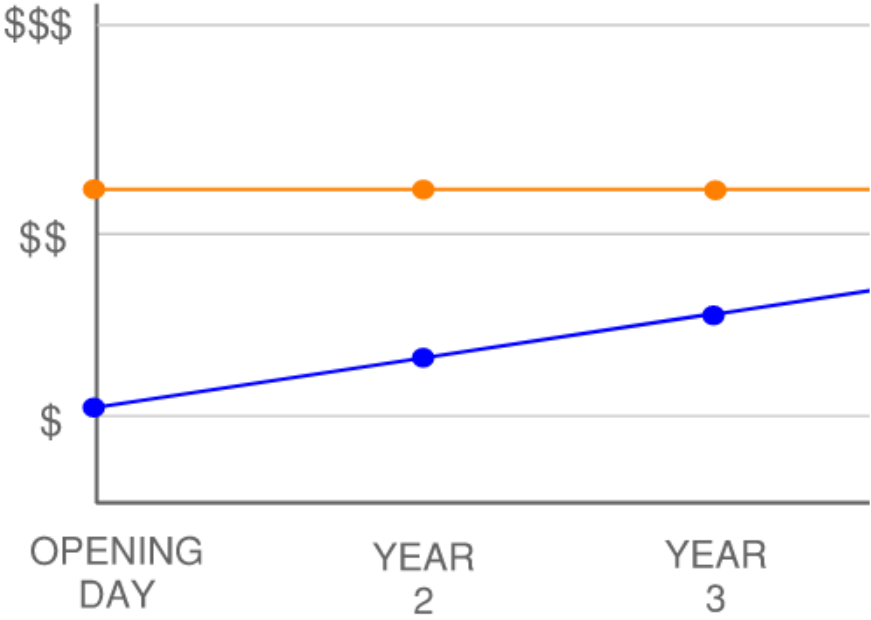
STABLE OCCUPANCY

Projects of all sizes need a robust plan to transition from “construction is complete” to when operations are up and running smoothly and maximizing productivity and profitability.

There are significant challenges in making this transition and they depend on project scale, complexity and schedule.

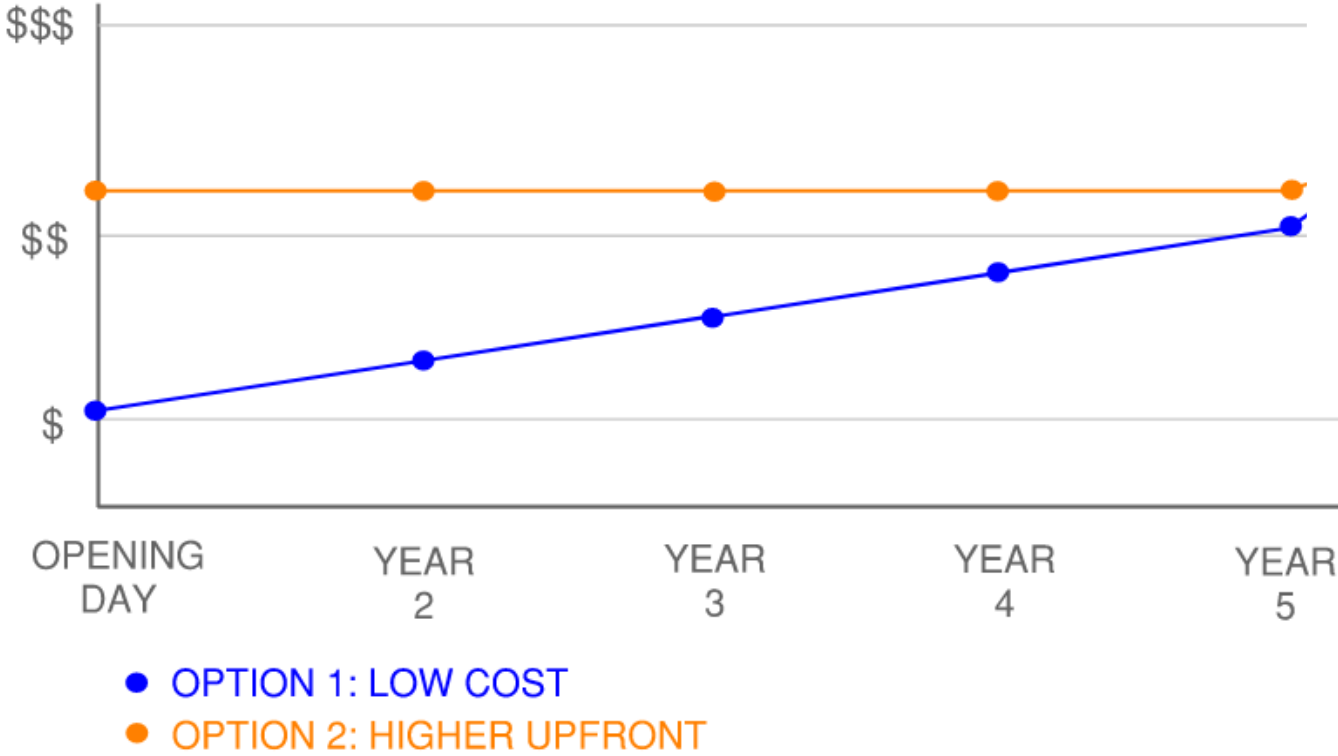


Understanding the Risks

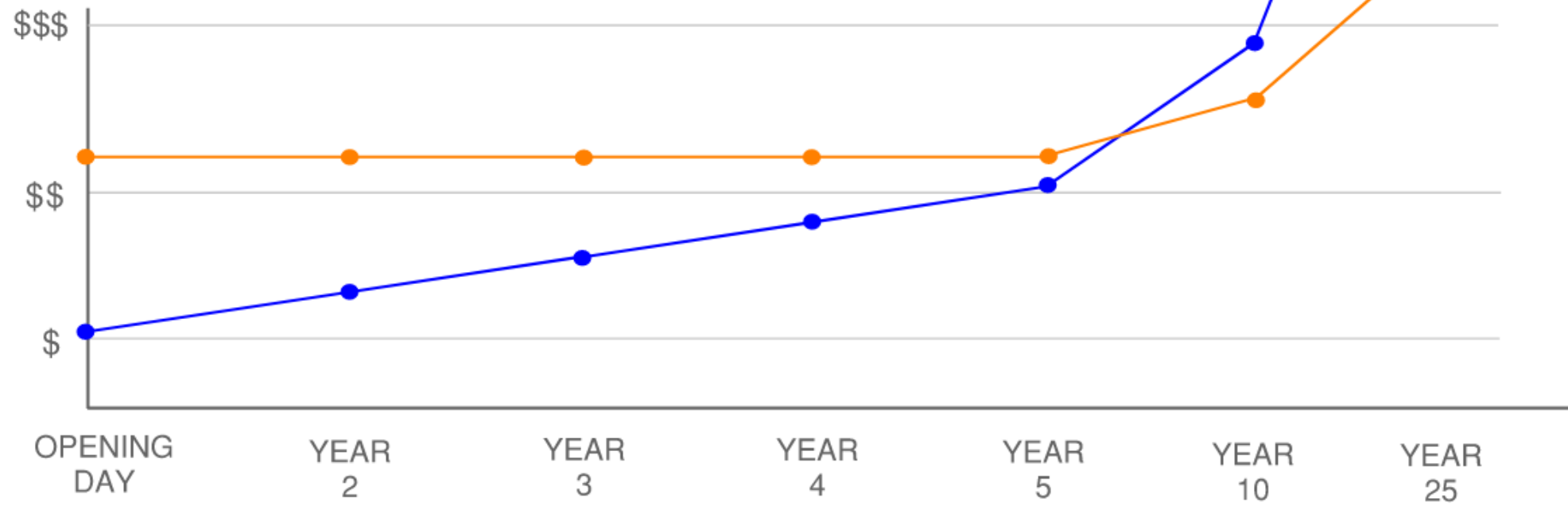


- OPTION 1: LOW COST
- OPTION 2: HIGHER UPFRONT

Understanding the Risks



Understanding the Risks



- OPTION 1: LOW COST
- OPTION 2: HIGHER UPFRONT



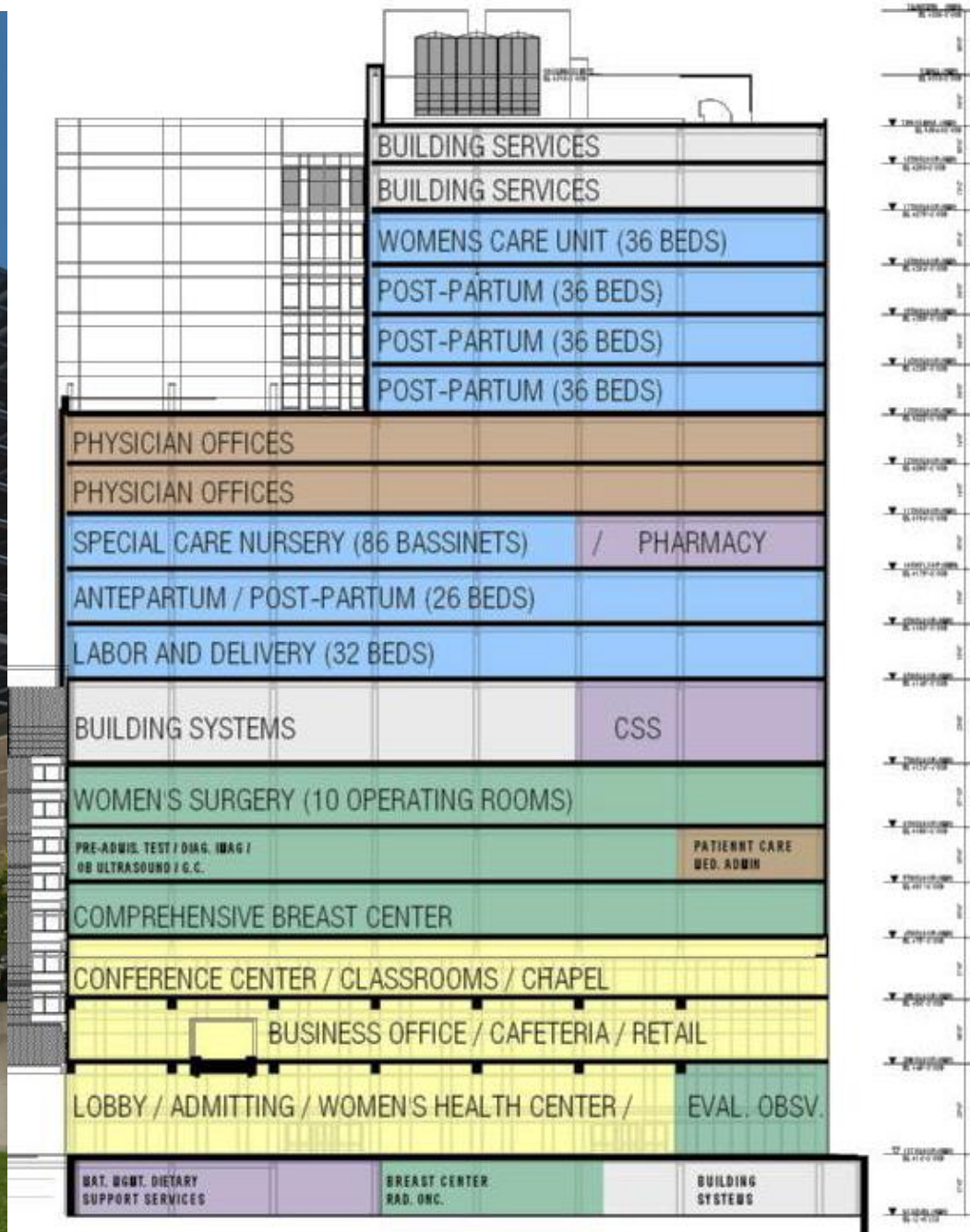
Challenges of Stable Occupancy



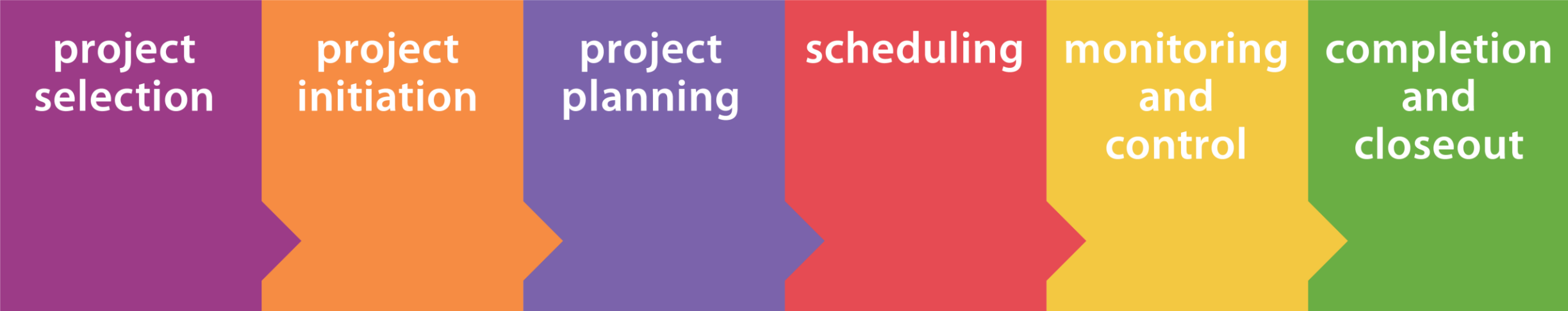
Challenges of Stable Occupancy



***Planning* changes are derived from changes in the services lines to respond to changing healthcare market conditions.**



Traditional View of Project Management



- project charter
- scope statement



- work breakdown structure
- organizational breakdown structure
- risk management
- subcontracting and bidding process

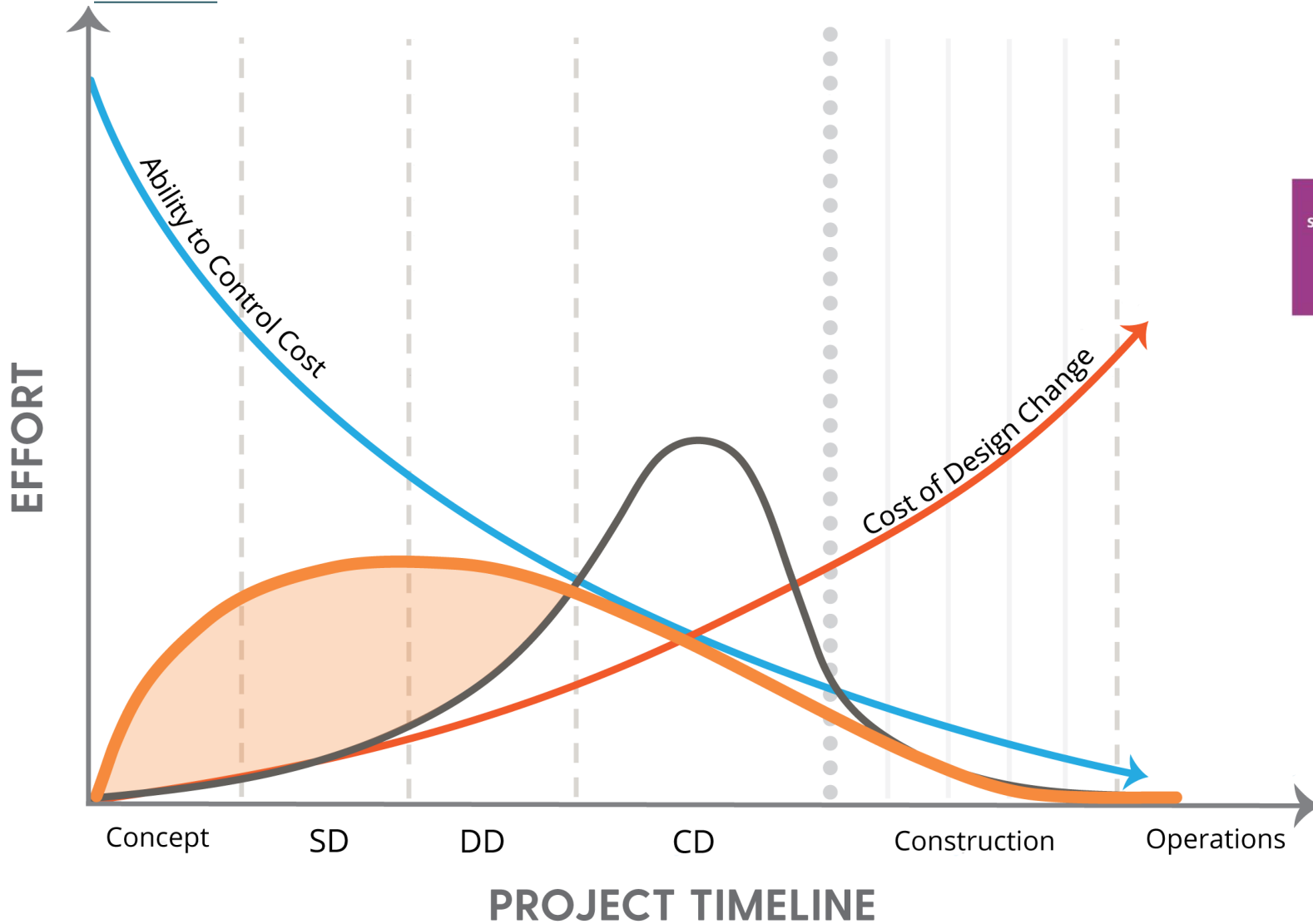


- time and schedule
- project budget



- cost control metrics
- change orders
- milestone reports

First 15% A LEAN Driven Process



SECURITY

FUTURE PROOF

**MAXIMIZE USER
EXPERIENCE**



Challenges of Stable Occupancy



***Owner Driven Changes* are inevitable, whether a change of direction from leadership or a complete change in leadership.**

Owner Driven Changes

Repurposing Space



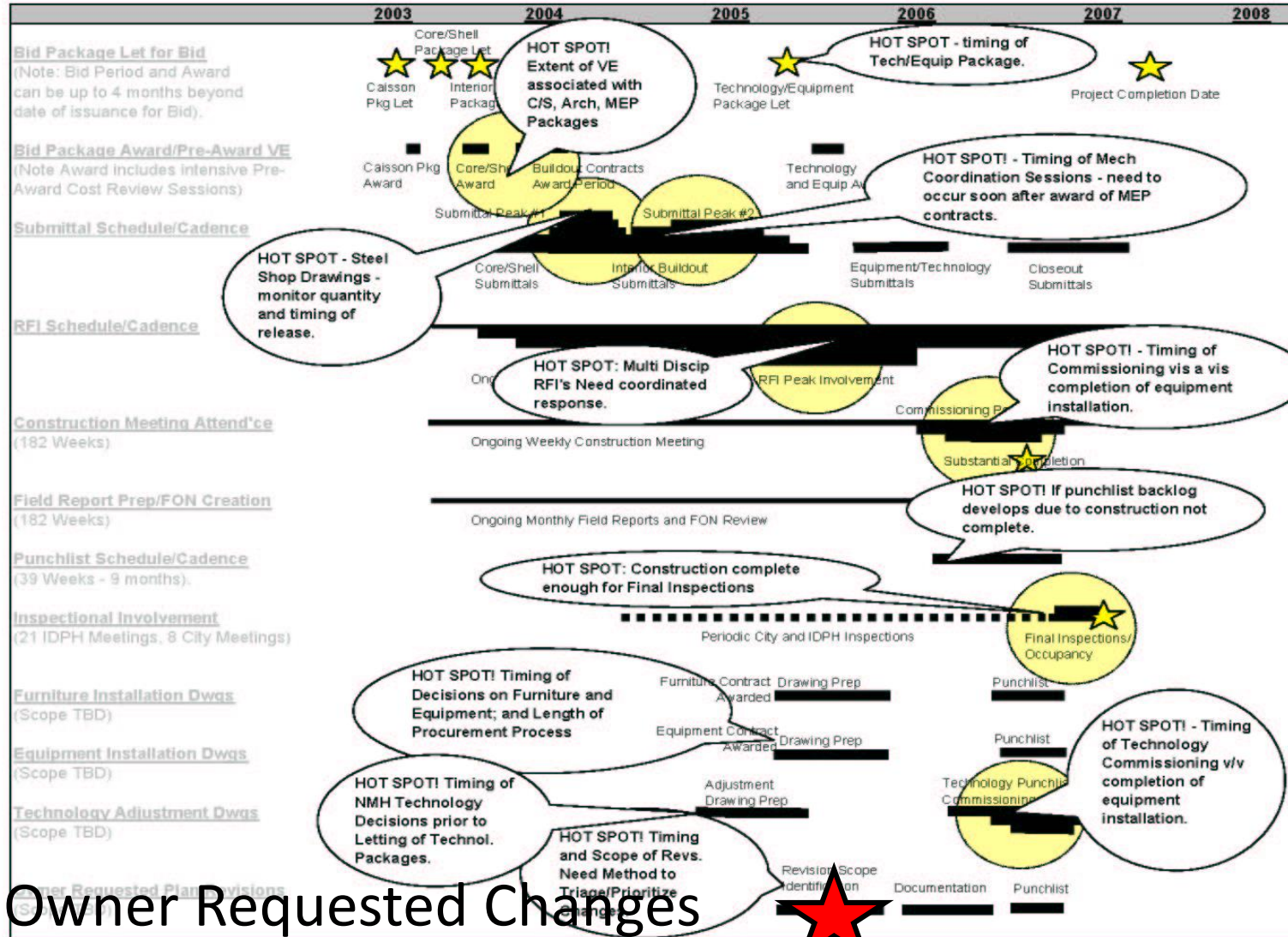
Developing Change Management Procedure

Why do Changes Occur??

- Technology Developments(Advancement)
- Discovered Better Design Ideas ... (Enhancement)
- Senior Staff Changes (Recruitment)
- Project Team Coordination (Enlightenment)
- Owner Increased Budget (Enrichment)
- Need to Reduce Project Budget (Save Money)

Solution: Aggressively plan to accommodate User Changes early in Construction.

Triage Revisions **Early** in Construction



Owner Requested Changes



Prioritizing Change Management Requests

ISSUE NO.	DATE ENTERED	DEPARTMENT	ROOM NO.	DEPT. CONTACT	ISSUE	F-LOG NO.	SKETCH	RESOLUTION	KEY	WORK ORDER	PRIORITY
1	4/22/1999	Breast Center	?	Joe Schmoie	Sink for film cartridge washing (faucet hardware and drain in place) - need basin.			Sink has now been installed; however, users want a different type of sink installed post 5/1/99.			POST 5/1
2	4/22/1999	Breast Center	Reading rooms	Joe Schmoie	Need black-out window curtains.			Contractual requirement?			POST 5/1
3	4/22/1999	Breast Center	Med. Dir. Offices (2)	Joe Schmoie	Remove wall shelving units, patch walls and paint. S+E51 shelving interferes with furniture placement.						POST 5/1
4	4/22/1999	Breast Center	Throughout dept.	Joe Schmoie	Installed view boxes are too small. Maybe bring over units from Prentice?						POST 5/1
5	4/22/1999	Breast Center	Mammo Med. Dir. Offices	Joe Schmoie	Automatic turn-on lights need dimmer switch (for reading film and patient consults).			VOA working on this			POST 5/1
6	4/22/1999	Breast Center	All patient lockers	Joe Schmoie	Too small/complicated for patient use - replace. Also, no locks provided.						N/A
7	4/22/1999	Breast Center	Entire dept.	Joe Schmoie	No water fountains provided - need.						N/A
8	4/22/1999	Breast Center	Signage	Joe Schmoie	Dept. will submit list of changes needed.			S. Neumann issue.			POST 5/1
9	4/22/1999	Cardiac Cath. Lab Clinical Cardiology	Phillips labs (4)	Joe Schmoie	Auto-off lighting programmed to fluoro/cine pedals - needs to be provided. Also need task lighting under cabinets.			Auto lighting DONE. Task lighting to be completed POST 5/1			POST 5/1
10	4/22/1999	ECHO	Treadmills	Joe Schmoie	Regular 220 plugs are provided, not "hubble lock" plugs need from treadmills.			Plugs were ordered - status?			In Progress
11	4/22/1999	Dental	02A221	Joe Schmoie	Spittoon - plumbing provided for this, but eqp. Not ordered by RDP.			Per R. Hrudka 5/4/99, RDP has ordered spittoon.			POST 5/1
12	4/22/1999	Dental	?	Joe Schmoie	No shelves provided for pass-throughs and under sinks. No storage space in operatories.			VOA to design			POST 5/1
13	4/22/1999	Dental	02A228 Dark Room	Joe Schmoie	Plumbing hook-up for x-ray processor needed.						DONE

Create a LOG which documents individual requests and identifies a PRIORITY LEVEL for completion



1. Is necessary to get licensure/certification NOW!
2. Should be completed before facility opens. SOON!
3. Could be done after facility is open/operating. SOMEDAY!
4. Doesn't need to be done. NEVER!

Challenges of Stable Occupancy



The *Journey* represents the evolution in technology, equipment or operational epiphanies resulting in change in design assumption.

The Journey

Mockups/AI



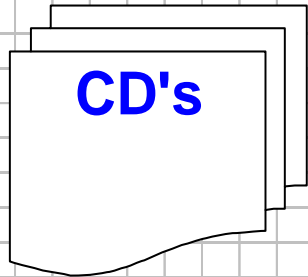
The Journey

Changes In Technology/Equipment

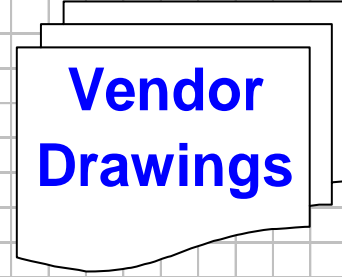


Generic Information on Contract Documents.

Step 1



Site Specific Vendor Drawings for Use by A/E.

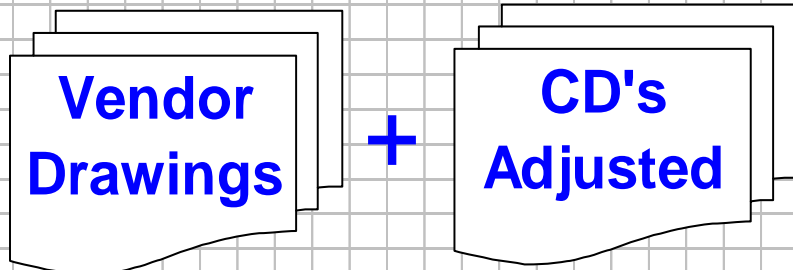


Step 2

Room is strategically "design deferred" to allow for decision making on the equipment to occur with minimum impact on the construction.

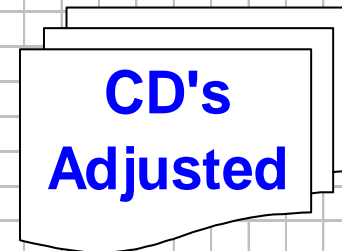
An Equipment Vendor prepares a "site specific" set of construction criteria for their equipment installation. This criteria includes the structural loading requirements, the architectural placement of equipment and support equip, the MEP and IT requirements and, lastly, any installation information.

Issuance of A/E Adjusted Drawings and Vendor Site Specific Installation Drawings.



A/E Drawings are issued in conjunction with Equipment Vendors' installation drawings to the contractors for implementation and equipment installation and calibration.

A/E Adjusted Contract Documents per Vendor Site Specific Input.



Step 4



Step 3

A/E "Adjusts" their drawings to reflect the building requirements that correspond with the revised site specific information prepared by the Equipment Vendor and issues as a Bulletin for pricing and integration



The Journey

Changes In Technology/Equipment



Challenges of Stable Occupancy



Outside Forces representing unforeseen challenges emerging from a wide range of impacts, including regulatory interpretation, supply changes delays, discontinued products, etc.

Outside Forces

Supply Chain



Outside Forces

Supply Chain



Outside Forces

Supply Chain



Outside Forces

AHJ Changes/Resolutions



Challenges of Stable Occupancy



Project Overlap represents the intricacies in coordinating the remaining construction items while simultaneously pursuing facility operations and opening day.

Project Overlap

Stakeholders



Project Overlap

Stakeholders



Project Overlap

The Big Squeeze

**Completing the
Construction
Activities**

**Project Completion
Activities: (Systems
Testing, Move in,
Regulatory Review,
Training etc)**

**Operating Hospital
"Generating Revenue"**

Set Up Project for Success



Set Up Project for Success



1.) Incorporate the plan for Day 2 into Day 1 planning

2.) Develop and implement a Day 2 schedule that ties directly to the Day 1 schedule.

3.) Owner – Develop a robust “Owner Change Committee” from Day 1.

4.) Develop a template (i.e. business case) for the proposed changes so that they are being evaluated appropriately.

5.) When changes are made (and they will be) have a defined path for robust communication that includes the impact to schedule, budget, operations, etc.

6.) Have milestone check ins with Owner teams for operations reviews against original plan.



Questions, Comments, Stories and Anecdotes



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Thank you.

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