University of Colorado Health Cancer Center Phase II

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CATEGORY 08: Best Building Project (Under $10 Million - General Contractor)

Overview Statement:

"Until there is no longer a need for a cancer center, we will have the best cancer center." Kevin Unger, the President and CEO of Poudre Valley Hospital, spoke these words during a speech at the groundbreaking ceremony for the University of Colorado Health Cancer Center Phase II project. Adolfson & Peterson Construction (A&P) was proud to play our part in bringing this place of healing to fruition.

Located on the hospital's Harmony Campus in Fort Collins, Colorado, the new world-class facility provides increased capacity for healing and renewed hope in the battle against one of humanity's most devastating diseases.

The project included a 29,500-sf addition to the existing hospital, providing patients, doctors and staff with increased space servicing a combination of infusion, laboratory, medical oncology, pathology, physical rehabilitation and radiation oncology. Additionally, the Center supports clinical research and a wide range of therapeutic services, including genetic and oncology counseling, massage and physical therapy.

Previously, the substantial number of treatment options and associated services for fighting cancer were spread across many different locations, complicating the healing process for both patients and their families. Today, the finished facility distinguishes itself as a single-stop cancer services center for the northern Front Range.

Why This Project Should Win an ACE Award:

- Highly collaborative team that worked with the client and community to deliver a facility that exceeded expectations.

- Innovative team focused on finding the right solutions to limit disruptions to the existing, occupied hospital while maintaining the schedule and quality requirements.
- The finished facility provides world-class cancer care and offers hope to the estimated three out of every four families impacted by this devastating disease in Northern Colorado.

Solutions of Special Challenges/Problems:

A&P's team harnessed our creativity and innovation throughout the design and construction phases to develop solutions to specific challenges that were encountered, including:

Limiting Disruptions. The new addition was built directly next to an operational cancer treatment center including a highly sensitive linear accelerator used for radiation treatments. A&P conducted extensive planning during preconstruction to determine the best work hours for the project and open up lines of communication with the hospital staff. During construction, we coordinated activities to avoid patient use times. Work that had vibration and noise concerns was conducted during off hours. A new concrete walkway connection required removing a 20-foot-wide by 60-foot-long section of the existing roof. A temporary, weatherized covering was fashioned to limit the impact on the exposed areas.

Weather Delays. As foundation and masonry work were proceeding in September 2013, Northern Colorado experienced a series of damaging rain storms. The project site work had to cease on days with heavy rain. This, coupled with multiple weeks of below freezing weather during the following winter, resulted in the loss of three weeks from the original schedule. The exterior construction, roof placement and building dry-in were all impacted, placing severe pressure on the interior schedule. A&P applied creative thinking, including accelerating the framing and drywall installation process, to ensure the building opening date was not impacted.

Fundraising Efforts. During construction, the client decided to hold the annual PVH and MCR Foundation Spring Benefit event in the addition space to be able to offer tours of the new facility to donors, requiring our team to have the building in a presentable state a full month before it was scheduled for opening. Our careful planning and coordination paid off and we were able to complete all critical work prior to the event.

Excellence in Project Management/Team Approach:

A collaborative mindset was fostered at the beginning with the establishment of an advisory group consisting of hospital leadership, physicians, nursing staff, operational staff, architects, contractors and cancer survivors. Not only did this process ensure the facility met expectations, it eliminated waste from the planning, conceptual and schematic design phases, resulting in significant cost savings and reduced the overall design and construction time frame.

Construction Innovations/State-of-the-Art Advancement:

The new Cancer Center addition includes high-end finishes and features throughout, so the focus on quality was essential. Due to the severe weather that hit the project site, the schedule for the interior work had to be accelerated without impacting quality. A&P worked closely with our subcontracting partners to completely alter the sequence of construction activities. The original plan was to complete work on the second floor first. The delay in installing the roof and drying in the building made this plan untenable. The revised sequence required our team to flip the schedule and tackle the first floor before the second.

A&P utilized an application called FinishLine to manage our Quality Assurance/Quality Control program. Once construction documents and as-built drawings were uploaded to the cloud they were immediately accessible on tablets and phones in the FinishLine App and could be annotated with notes and photos allowing everyone on the team to see the status of activities. As a result, we were able to easily track punch-lists and manage workflows more effectively and efficiently.

Environmental/Safety:

A&P takes safety very seriously for performing with zero injuries. On the Cancer Center Phase 2 project we had two recordable incidents, one minor and the other resulting in lost time. The minor injury was to an A&P employee who suffered a cut on his index finger when it was caught in a pinch point. The other incident involved a subcontracting partner, who fell from a ladder resulting in a broken leg. Both incidents could have been prevented by following proper safety procedures and guidelines already in place on the job site.

As a result of these incidents, we have implemented several new training programs company-wide, and extended the safety requirements in our contracts to include subtrade employees. We have introduced more stringent glove and hand safety policies with required training. We have required staff to undergo working at heights and fall protection training. We sponsored the second annual U.S. Industry Safety Week in May 2015 with a full week of safety topic training on all job sites and offices. In addition, we recently instituted a program called "Why I Work Safe" to encourage our employees, both in the field and in the office, to focus on the personal reasons to maintain our high safety standards.

This project had safety considerations due to a portion of the work occurring in an occupied hospital. We employed strict infection control procedures in order to eliminate the risk of physical harm to patients, visitors and staff. Where needed, we established critical barrier perimeters to seal off construction zones and utilized negative air machines to contain dust. Site cleanliness was paramount and construction waste was removed from occupied areas.

While LEED Certification wasn't sought, the team incorporated sustainable processes and products wherever possible. Features such as the publicly dedicated 'main street', flexible infusion bays (private, semi-private, family room type), interaction/exam rooms, informal meeting areas, shared medical staff offices, and back-of-house private staff corridors are just a few design elements determined through the data gathering process.

Excellence in Client Service or Community Contribution:

The benefits to the community of having a single-stop for cancer treatment in Northern Colorado were clear from the beginning of project planning. Phase 2 was dedicated to functionality in a lean facility. Operations were impacted immediately by co-locating physicians and researchers. Administrators have noted operational cost savings from a tighter, more predictable, dependable process. A single central conference room, divisible into three rooms, allows multi-disciplinary care teams to meet and devise treatment plans. Flexible rooms throughout the facility, such as the 'Interaction/Exam' rooms encourage informal gatherings. Comfortably appointed balconies double as a space for respite and informal meetings at the infusion area. Centrally located

nursing stations in the clinic and infusion area result in staffing operational efficiencies and close patient oversight to increase patient safety.

From the outset, the hospital system, design team and contractor strove to keep the local community abreast of the center's progress. Collaborative meetings and events were held regularly, with the goal of embracing community input, desires, needs and goals. These interactions led to the creation of a sense of shared values between provider and community. Such open communication encouraged the community to play an active role in the cancer center's foundation fundraising program. To date, generous residents have contributed millions of dollars, enabling the center to continue growing to serve community needs.

Brian Hood, UCHealth's Senior Project Manager, had this to say about A&P's efforts:

> "I couldn't be happier with the performance of the construction team from the very early stages of design through CO. (A&P's) project superintendents and other field staff have been very technically proficient, collaborative and communicate well with all of our end users. A&P acted as a true partner in this important expansion of our system. Based upon the success of the project and this team, I would recommend A&P, the crew, and this project for top consideration."

In addition, this project was recently recognized by ENR Mountain States, receiving a Merit Award in the Healthcare Category.


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