

Category 13: Best Building Project – General Contractor (Over \$70M)

Contractor: GH Phipps Construction Companies

Project Name: Children's Hospital Colorado – North Campus Expansion

Since our inception in 1952, GH Phipps Construction Companies has completed more than 800 large and 5,000 small healthcare projects, totaling over 15 million square feet of facilities valued well over \$3.5 billion. But healthcare construction is so much more than just big numbers. We know these are places where lives are on the line. When we work inside a hospital, we know we are part of the living fabric of the inner workings of the facility, not just there to do a job.

#### THE WHY

The Children's Hospital Colorado North Campus Expansion was not just another job. The North campus was opened to children and families of northern Colorado and Wyoming back in 2008, and ever since then, patient volumes have grown significantly to where the corridors were busting at the seams with child patients. Seeing the need, the Children's organization decided to expand. At the groundbreaking ceremony, Jena Hausmann, president and CEO of Children's Colorado said a few words on patient volume projections:

*"Ten years ago, we opened the doors here at Children's Colorado North Campus, and ever since, our pediatric specialty care clinics have been at or near capacity. We met our five-year patient volume projections within the first two years of being open. And last year alone there were 24,000 specialty clinic visits to this location. That high capacity signifies the need our surrounding communities in Broomfield, Weld, Larimer, Morgan, Adams and Boulder counties – and beyond – have for us. We have heard loud and clear that the children in these communities deserve (and their families want) specialty care that's tailored for them. We've learned that there is a gap in pediatric health services in this region. Today marks the beginning of further answering that call to service."*

Children's implemented a major greenfield expansion to their existing 47,000sf multi-specialty clinic, urgent care, and surgery center for the transformation into a 236,000sf pediatric hospital with over 120,000sf of multi-specialty outpatient care. The facility offers one-stop shopping for

the families of Northern Colorado including pediatric orthopedics and sports medicine, cancer services, behavioral health services, ophthalmology, neurology, cardiology, ENT, urology, dentistry, and more.

*“Growing up in South Dakota I remember what it felt like to need to see a specialized medical professional for more than just a common cold or a slight injury,”* said Suzy Jaeger, senior vice president, chief patient experience and access officer at Children’s Colorado. *“It meant sometimes traveling long distances. Expanding services at our North Campus facility will help ensure these patients and families have access to the specialized pediatric care they need in their backyard.”*

## THE DELIVERY

Building a Children’s hospital is an experience beyond any other type of hospital. It’s for the kids! In addition to the new five story medical office building and outpatient clinic, this project included expanded urgent and emergency care, 24 inpatient beds, sleep study lab, community educational programs, sterile processing, pharmacy, laboratory and new nutrition services for patients and families. To serve this building expansion and future expansions, work also included an addition to the Central Utility Plant and corresponding infrastructure services. The project was constructed in two phases – first the addition to the north side of the building, followed by the renovation of the existing space. All work was performed while the hospital services were in full operation.

The contract delivery method was a true integrated project delivery (IPD) with a multi-party agreement that included Children’s Hospital Colorado, GH Phipps Construction Companies, TreanorHL, The RMH Group, KL&A, Design Studio Blue, ISEC, Inc., Sturgeon Electric, ICI, U.S. Engineering, and Olson Plumbing and Heating. This was the first project in Colorado to be executed in this delivery method. Everyone on the IPD Team had ownership and risk in creating and executing the project and never losing focus of The Why.

IPD is collaboration at its highest level; designing and building in real-time, getting the most project for the dollar spent and eliminating waste in everything we did. The entire IPD Team was

developed and in motion in 45 days. Co-location of the Team started day 1 of the design and continued through the end of Phase 2 construction. The designers and contractors worked side-by-side developing building documents and work plans. Open conversations and ideas in the Big Room raised questions such as, “do we really need the basement?” And as a matter of fact, no we didn’t; a large savings of dollars and elimination of logistical issues were immediately realized.

### CONTINUING THE MESSAGE

The IPD Team established Conditions of Satisfaction, which in a nutshell are project goals based on behaviors to reach the objectives – The Why. The Team adopted “Building Hope – Big Hearts for Little Hearts” as the project mantra. The question was raised of how do we continue to nurture this message to the craftsmen and women working in the field? Collaboration, behaviors, elimination of waste, and saving dollars to reinvest into the project were many of those goals the early-on team had to message. The Team developed a 15 minute on-boarding video explaining the reason we were here to build this project for Children’s Hospital Colorado. The on-boarding video was watched by everyone stepping foot on the project before they started work in the field. Message received.

Along the way, a child ambassador better known as “Kid of the Quarter” came to the project to further promote our message. Kaley was one of our feature kids and she came out to visit the project team and thank them for their hard work. Kaley shared, numerous times, the reason why this project was so important to her and her family. You could see in the eyes of the craftspeople the pride and drive this message provided. Kaley even shared her cupcake decorating skills with some of the crew afterward. Picture a plumber with 25 to 30 years of field experience decorating cupcakes. Message received.

### CO-LOCATION

The Project Management Team and Field Teams worked on site together for nearly 24 months. Innovation Teams, Big Room meetings, Pull-planning scheduling sessions, real-time problem solving, real-time budgeting and estimating were many of the benefits of the design and construction team being on-site together. Who would have guessed after months of working together in the same space there would be some challenges? The first phase of the project was

completed and turned over to the owner to open up to the public, then COVID19 changed the co-location world and efficiency in which the team was working. Many of the Team were now working from home. There were many of the management staff continuing to co-locate to support the overall project team and especially the craftspeople. The virtual world was now quickly implemented into the daily operations of the Team. This major change diminished many benefits of co-location. The behaviors and communications changed among the IPD Team.

## SAFETY SHARED

Safety on a project is usually lead by the general contractor. The IPD Team was open to other solutions. On this project the Team selected the right person to be the full-time safety specialist. The US Engineering Safety Specialist took the challenge to ensure the construction site was a safe place to work, in addition to making sure our clients and the children were able to get into the facility and receive treatment without concerns of the construction. Proactive state-of-the-art depressurization, vibration, and noise monitoring was put in place to capture data and modify our processes as necessary to minimize the effects of construction on the hospital's daily operations. COVID19 hit the project in mid-stream of the Phase 2 Renovation. Working closely with the Children's Facilities Team, protocols were established electronically through cell phones. The project never missed a beat and never experienced a delay due to the virus.

*"This has been a great experience working on this integrated team and working with Children's Hospital Colorado in a true collaborative effort,"* said Bruce Schneider, General Superintendent for GH Phipps. *"Many thanks go to the project team for being outstanding partners with the hospital and providing the exceptional building experience that CHCO has come to expect."*

## ANSWERED AND DELIVERED

The Why for this project was answered with an exclamation point! The new facility, coupled with the renovation, delivered the families and children of northern Colorado a welcoming, functional, bright facility for many years to come. The bonus was the experience of the true IPD MPA process. The Team, MPA partners and Children's Hospital Colorado are committed to continuing the IPD delivery methodology. Was it perfect? No. However, the value everyone gained was without a doubt priceless. Overall, the Children's Hospital Colorado North

Expansion project was a huge success for all the teams involved and for the community, who will now enjoy state of the art healthcare upgrades and better access to specialty resources.











