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Be Prepared!
37th Annual AHCA Seminar and Expo
October 17-19, 2021

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Effective Collaboration Tactics for Complex Projects

Course Number: AHCA2020_2
Credit Designation: 1 LU| HSW
AIA CES Provider Number: E240

October 17, 2021



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1

OBJECTIVE

Learn how to create and implement an effective communications plan during invasive construction projects to maintain the health and safety of the patient and staff users.

2

OBJECTIVE

Learn to assess effective planning approaches using technology and “old school” techniques for delivering a successful multi-phased project.

3

OBJECTIVE

Understand how to Identify methods to build relationships with end users and provide them with a safer environment and positive experience during a complex and invasive project.

4

OBJECTIVE

Be able to outline needs for unique roles required on a team (fulltime, on-site communications manager) during a complex and invasive design and construction project with the goal of assuring patient safety at all times.



Bob Kramer
Project Executive
Skanska



Dave Kistel
VP of Facilities
Lee Health



Carl Beers, AIA
Director of Health
Principal
HKS

- Original facility completed in 1990: 120 beds
- First major expansion in 2009: added 236 beds
- Total facility size after 2009 expansion: 356 beds
 - 514,400-SF, 51 acres



Gulf Coast Medical Center Campus

- ✔ Consolidate system trauma and oncology to this site
- ✔ Create system center of excellence for neuro/stroke, oncology and orthopedics
- ✔ Relocate OB to another site
- ✔ Build a 75-bed skilled nursing facility adjacent to this project (different A/E and CM teams)

Total campus bed allocation:

624 acute

75 SNU

699 beds

- Increase ED from 42 to 78 treatment rooms
- Increase acute care beds (216 acute, 52 ICU)
- Brings total to 624 acute care beds
- New services: Oncology, trauma, infectious disease
- Expanded services: Cardiology, neuro/stroke, orthopedics, general med/surg
- \$349 million (total project cost)
- Total facility size after expansion: 881,900-SF

Expansion Rendering





Existing Campus Challenges

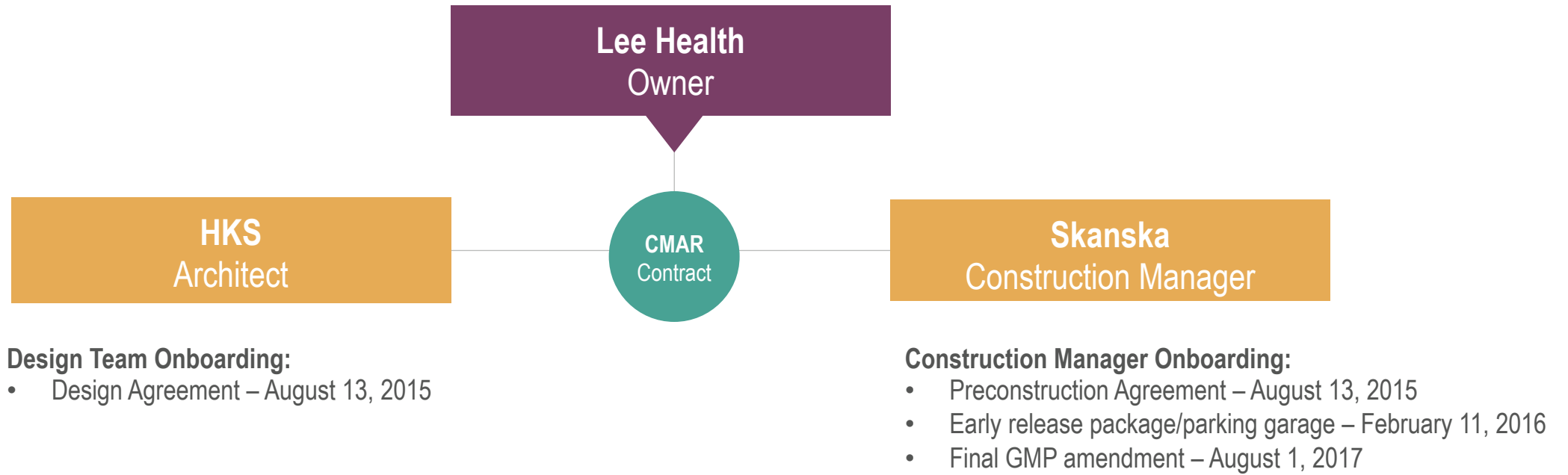
- Hospital running at full capacity
- Parking and project staging space
- Seasonal volume explosion
- ICRA/ILSM measures and phasing



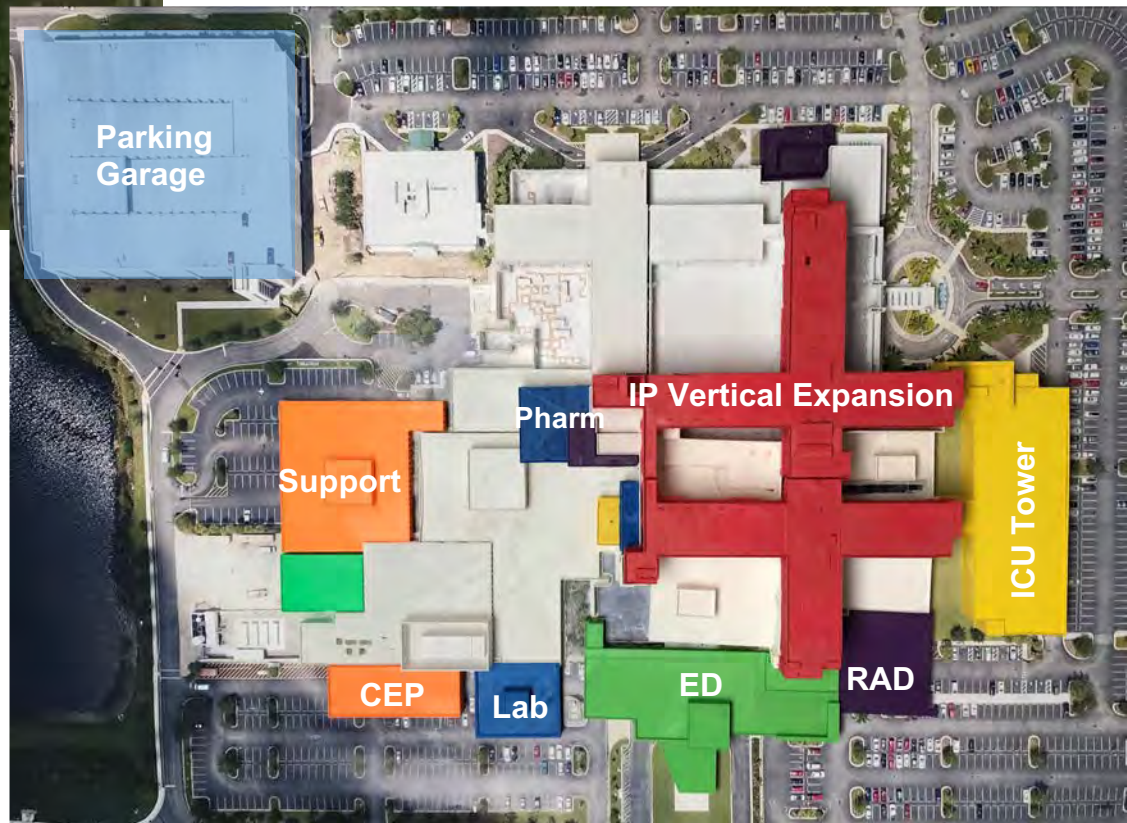
Key Service Lines

(all in need of expansion)

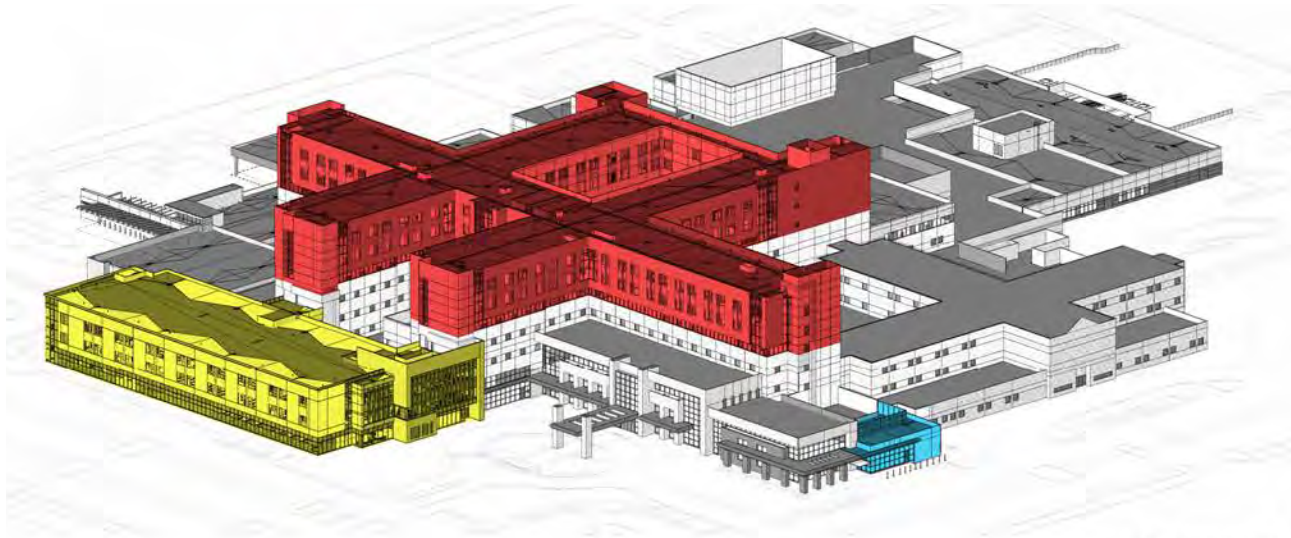
- Med/surg
- Neuro/stroke
- Community low-risk obstetrics
- Cardiology
- Orthopedics



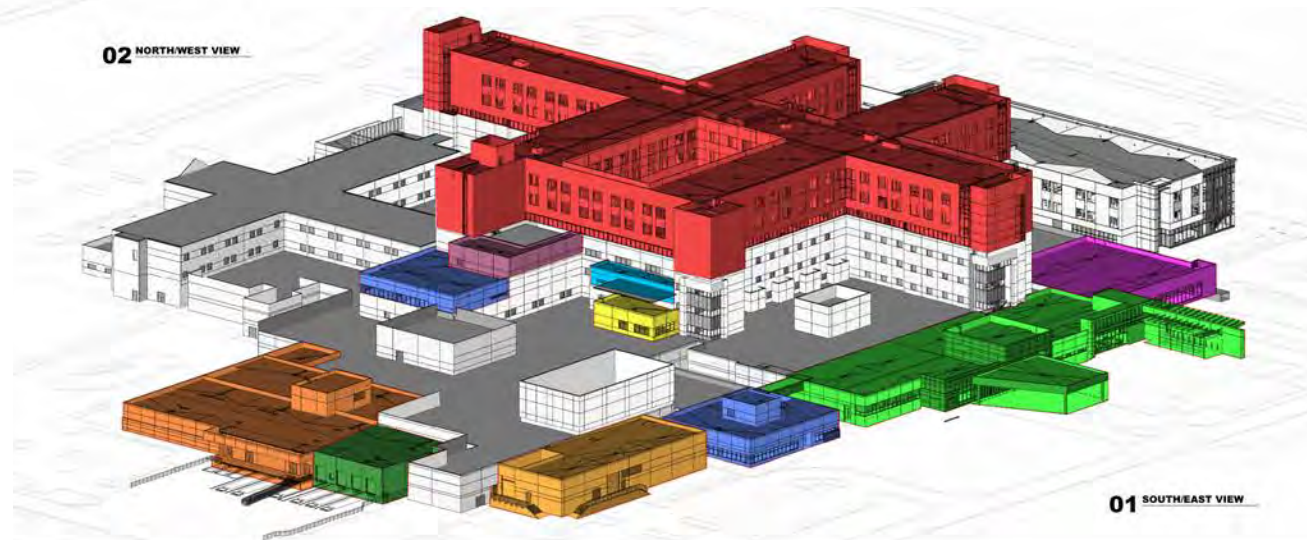
Existing Conditions



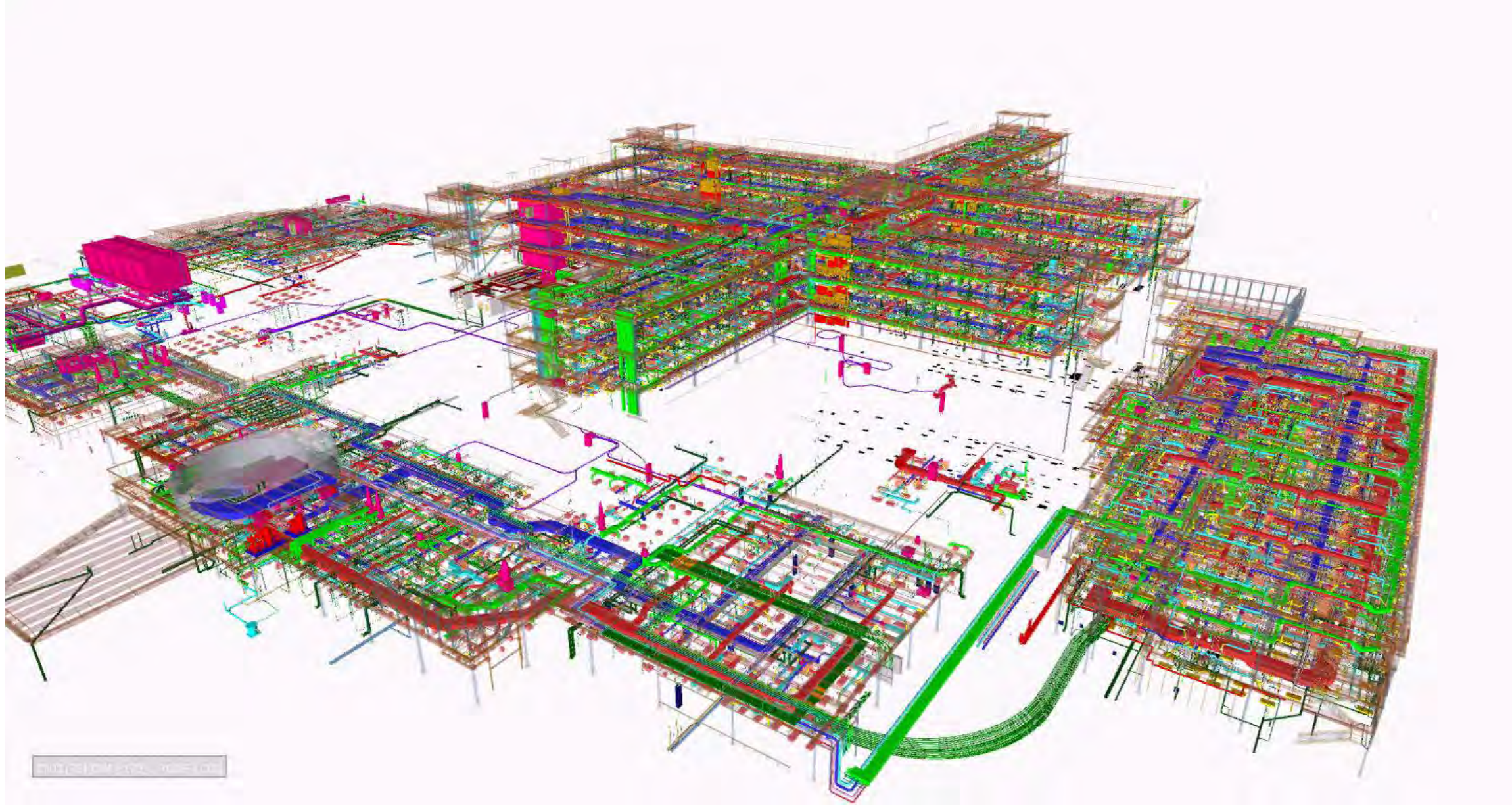
New Construction: 366,000-SF
Renovation: 49,000-SF
Total: 415,000-SF



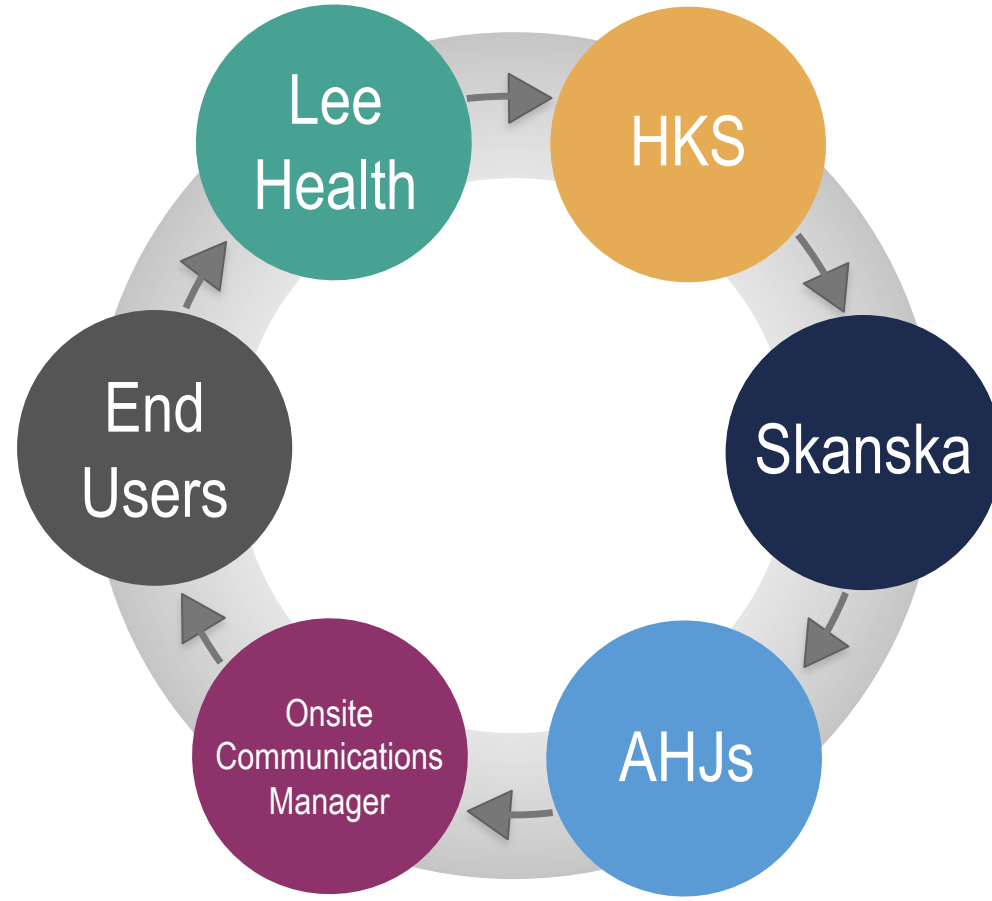
02 NORTHWEST VIEW



01 SOUTHEAST VIEW



Stakeholder Collaboration



Communicating Project Scope



Weekly Reports



**Gulf Coast Medical Center
Expansions and Renovations**

SKANSKA GATES
Edition 72/ January 24, 2019

*****IMPORTANT NOTICES*****

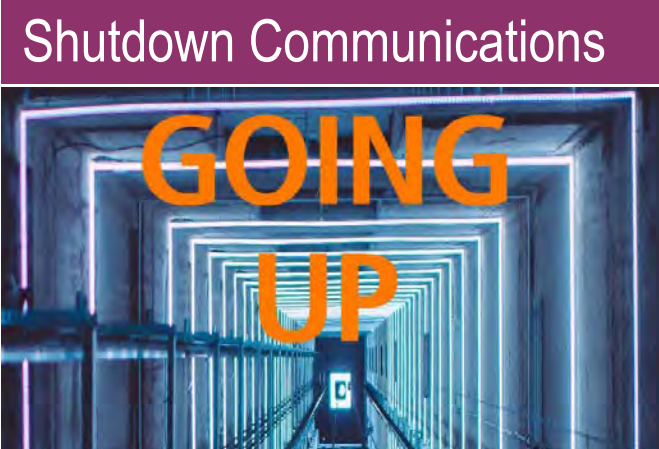
1. Kitchen Renovation – At the completion of this first phase of renovation, this portion of the kitchen will have a brand new Walk-In Cooler and Freezer, a Cart Assembly and a Reheating cart holding area. In the south side of the renovation, the refrigerator panels were delivered today and installation will be completed within the next couple of weeks. Simultaneously, the refrigerant piping that comes from the Condenser Room will be connected to the new system. Once the freezer floor panels are set, concrete will be poured over the panels and finished with a concrete seal. At the Reheating area that is located at the north side of the kitchen, the installation of the architectural finishes continues. We continue installing ceiling devices. In the next couple of weeks, we will start installing flooring, doors and hardware and wall protection.

2. Inpatient Vertical Expansion (level 5, 6, 7 & Roof) – The progress at the 3 story vertical expansion to the existing inpatient tower is advancing rapidly. The installation of the skin of the building continues. Primarily, the focus of the exterior skin installation has been, and will remain, on the completion of the stairwells and the windows on level 5, 6 and 7. The ribbon window installation on level five is 80% complete. For the next several months, we will continue the installation of the multiple exterior materials and systems, such as, framing, boarding, flashing, waterproofing, windows, metal panels and terracotta. The windows on level 6 and 7 are being installed with the assistance of the 300-ton crane. The installation of the terracotta rails has commenced, which will allow the installation of the terracotta to start.


3. Central Energy Plant Expansion (CEPE) – The installation of the stucco, which is the exterior finish, is nearing completion. Inside the building, we painted the interior walls and started wrapping the columns with blocks. The cooling towers are in place and we continue working on the cooling towers piping. Inside the existing CEP, the installation of the switchgear and conduit routing continues. The Chillers are scheduled to be set mid-February.

4. Pharmacy Expansion (3rd Floor) – The interior buildout continues at the offices, picking area, work area, HD/Chemo, Clinic Pharmacy, IT room, and main entrance with the installation of framing, insulation and top of the wall drywall. Within the next 2 weeks, we will be finishing the in wall rough in, once completed and inspected, we will start hanging and finishing the drywall.

5. Pharmacy Mechanical Room – The Mechanical Room that will serve the pharmacy is being constructed on top of the existing pharmacy and adjacent to the Dialysis department. The Air Handler Unit that will regulate and circulate the air to the pharmacy expansion has been placed on a concrete pad. The AC piping was installed and we are currently insulating it. We continue rough in the electrical conduits that will energize the Air Handler Unit for the Pharmacy. The drywall was hung, finished and painted. Last week, the self-leveling concrete was applied.




Behind the Wall Bulletins



GCMC EXPANSION

EMERGENCY DEPARTMENT

- Exam Rooms
- Isolation Exam Rooms
- Exam/L & Rooms
- Triage Room
- Trauma Bays
- CT Rooms
- RAD Rooms
- Ultrasound Room
- Pain & Entrance
- EMS Entrance



BEHIND THE WALL





Gulf Coast Medical Center
Expansions and Renovations

SKANSKA GATES

Edition 72/ January 24, 2019

IMPORTANT NOTICES

1. Kitchen- Renovation – At the completion of this first phase of renovation, this portion of the kitchen will have a brand new Walk-in Cooler and Freezer, a Cart Assembly and a Retherm cart holding area. In the south side of the renovation, the refrigerator panels were delivered today and installation will be completed within the next couple of weeks. Simultaneously, the refrigerant piping that comes from the Condenser Room will be connected to the new system. Once the freezer floor panels are set, concrete will be poured over the panels and finished with a concrete seal. At the Retherm area that is located at the north side of the kitchen, the installation of the architectural finishes continues. We continue installing ceiling devices. In the next couple of weeks, we will start installing flooring, doors and hardware and wall protection.

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6. The Lab Expansion- Inside the Lab, we are finishing the drywall and finishing the paint on the interior walls. Within the next several days, we should be finishing overhead rough in inspections. Next week, the moisture mitigation will be applied. In two weeks, the Start-up of Air is scheduled to commence. Right after the AC is running, the flooring installation will commence.



Gulf Coast Medical Center
Expansions and Renovations

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Progress Pictures

INPATIENT VERTICAL EXPANSION

Framing, Boarding, Window and Terracotta Rails Installation Ongoing.



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Questions/concerns: please email claudia.benjamin@skanska.com or call 813-210-4960

Project Tours




There are several exterior finishes used for the inpatient tower expansion. The stairwells will be precast panels, the inner courtyard will be stucco, and the remaining walls will be terracotta trimmed with metal panels. This week we will be flying and setting the precast panels for stairwell #5. It will take 30 panels to enclose this stairwell.

Guess the combined weight of all the panels required for this stairwell.


Hint: the heaviest piece is 26,775 lbs and the lightest piece is 3,935 lbs.

GCMC EXPANSION






EMERGENCY DEPARTMENT

- Exam Rooms
- Isolation Exam Rooms
- Exam/Lift Rooms
- Triage Rooms
- Trauma Bays
- CT Rooms
- RAD Rooms
- Ultrasound Room
- Public Entrance
- EMS Entrance




BEHIND THE WALL

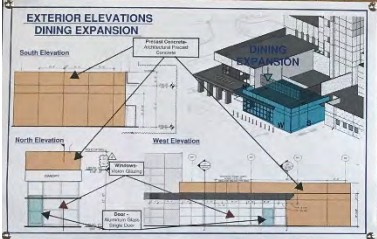


BEHIND THE WALL

DINING EXPANSION




EXTERIOR ELEVATIONS DINING EXPANSION



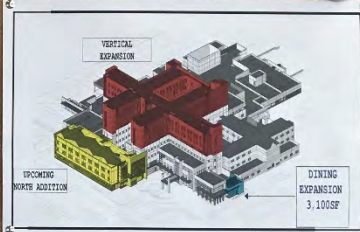
DINING EXPANSION

31,000 SF EXPANSION
OPENING SPRING 2019

YOU ARE HERE




VERTICAL EXPANSION




UPCOMING NORTH ADDITION

DINING EXPANSION 3,100SF

PROGRESS PHOTOS



Current Dining and Cafeteria




DINING EXPANSION

In order to connect the existing Dining Room with the Dining Expansion, the windows and concrete precast panels will be removed, as shown below.

NEW EAST WYLLIE DOOR OPENING

NEW EAST WYLLIE DOOR OPENING

The existing cafeteria will connect with the Dining Expansion. In order to do so, the concrete precast panels will be removed for door openings, as shown below.



Dining Expansion
Exterior Skin Installation
April, 2019

GOING UP

ELEVATOR SHUTDOWN

PHASE 3

THIS ELEVATOR WILL BE OUT OF SERVICE STARTING JULY 15 UNTIL SEPTEMBER 23

LEE HEALTH Gulf Coast Medical Center Expansions and Renovations SKANSKA GATES

THIS CORRIDOR WILL BE CLOSED ON SATURDAY, APRIL 20

Emergency use only

PLEASE FOLLOW DETOUR SHOWN BELOW



LEE HEALTH Gulf Coast Medical Center Expansions and Renovations SKANSKA GATES

EXPANSION IN PROGRESS

NO 4TH FLOOR ACCESS VIA ELEVATOR 2.

4th Floor Work
Connecting existing systems to newly built 5th floor



LEE HEALTH Gulf Coast Medical Center Expansions and Renovations SKANSKA GATES



Project Execution







- ✔ Onsite communications manager
- ✔ Design/CM hot calls
- ✔ Include trade partners, engineers and CMs in design documentation to reflect construction process
- ✔ Full-time CA
- ✔ Owner, CM and Architect onsite early (SD)
- ✔ Establish onsite deployment room for team meetings, charrettes, budgeting, and user groups
- ✔ Include entire team in owner/user group meetings
- ✔ Understand the communication culture of the existing facility/staff
- ✔ Consider operational impacts during planning
- ✔ Staff continuity throughout project duration

Thank you for your attention!

