

# Governance, Partnering, and Risk Management on a Mega Hospital Project

## MODERATOR

Brian Moore, Vice President, MBP

## SPEAKERS

LCDR John Kaiser, CMP Director, NAVFAC WASH

Heidi Chen, Construction Liaison, NAVFAC HQ MFPO

Susana Erpestad, Director of Federal Architecture, HDR

Geoff Kratville, Vice President, Clark Construction

May 15, 2024, 3:00 pm



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# Brian Moore

MBP | Vice President, Federal Market Leader



## Fun Facts


- Washington Nationals 
- Hawaii, golf destinations
- Did you know I can ride a unicycle?
- Golf, reading

# LCDR John Kaiser

NAVFAC Washington | NSA Bethesda CMP Director



## Fun Facts

- UCF Knights 
- Italy, Prague Czech Republic, NOLA French Quarter
- Did you know I am a shareholder of the Green Bay Packers?
- Ice hockey, golf, cooking, music

# Heidi Chen

NAVFAC HQ MFPO | Construction Liaison



## Fun Facts



- UT Longhorns
- Acadia National Park, France
- Did you know I volunteer at the US Botanic Garden?
- Hiking, kayaking, gardening, baking




# Susana Erpestad

HDR | Director of Federal Architecture



## Fun Facts

- Barcelona 
- Dolomites, Matterhorn, Whistler Blackcomb
- Did you know my favorite food was chicken wings and now I am a pescatarian?
- Gardening, playing squash, home projects

# Geoff Kratville

Clark Construction Group | Vice President



## Fun Facts

- Battlehawks (Little League)
- Cape Cod, MA
- I'm preparing for a Murph Challenge this Memorial Day
- Coaching little league baseball, golf, running





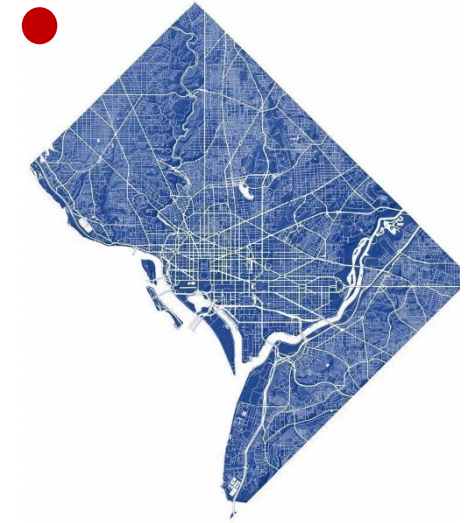
# P-114 Set 2: Military Center Addition & Alteration

## Naval Support Activity Bethesda, Maryland





# Walter Reed National Military Medical Center



## Walter Reed National Military Medical Center

- Largest U.S. military medical facility in the world
- Treat, support, rehabilitate, research, educate
- US National Register of Historical Places
- Served every President since 1942



1936  
Nebraska State Capitol



1937  
Roosevelt Sketch



1942  
Historic Campus, Bldg. 1



2024  
WRNMMC

# Project Overview

- Capstone of Walter Reed National Military Medical Center Comprehensive Master Plan
- Design began in 2013 but put on hold (March 2014 to April 2015)
- Project split into Set 1 and Set 2 in 2017
- Set 1 design completed April 2017; Set 2 design completed April 2018
- Set 2 construction contract awarded to Clark Construction Group in 2019



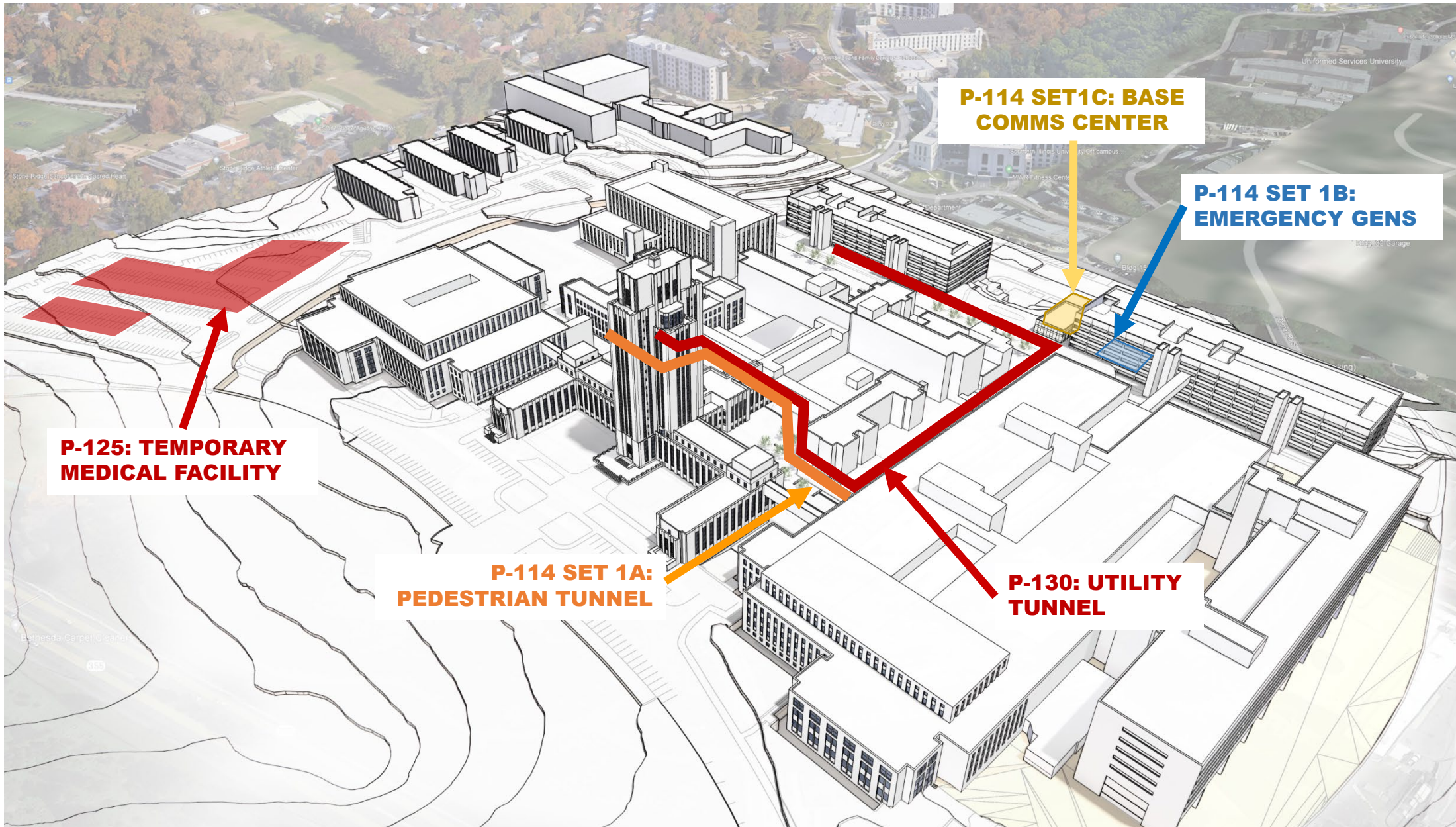
**Over EIGHT football fields in size (11.5 acres)!**

## SCOPE

- Demolition (284K SF) of FIVE aging and inefficient buildings
- Medical Center Addition – new construction (575K SF) to house nearly 30 department and hospital support functions situated within a Historical District
- Medical Center Alteration – renovation (125K SF) of TWO existing buildings currently supporting world class care

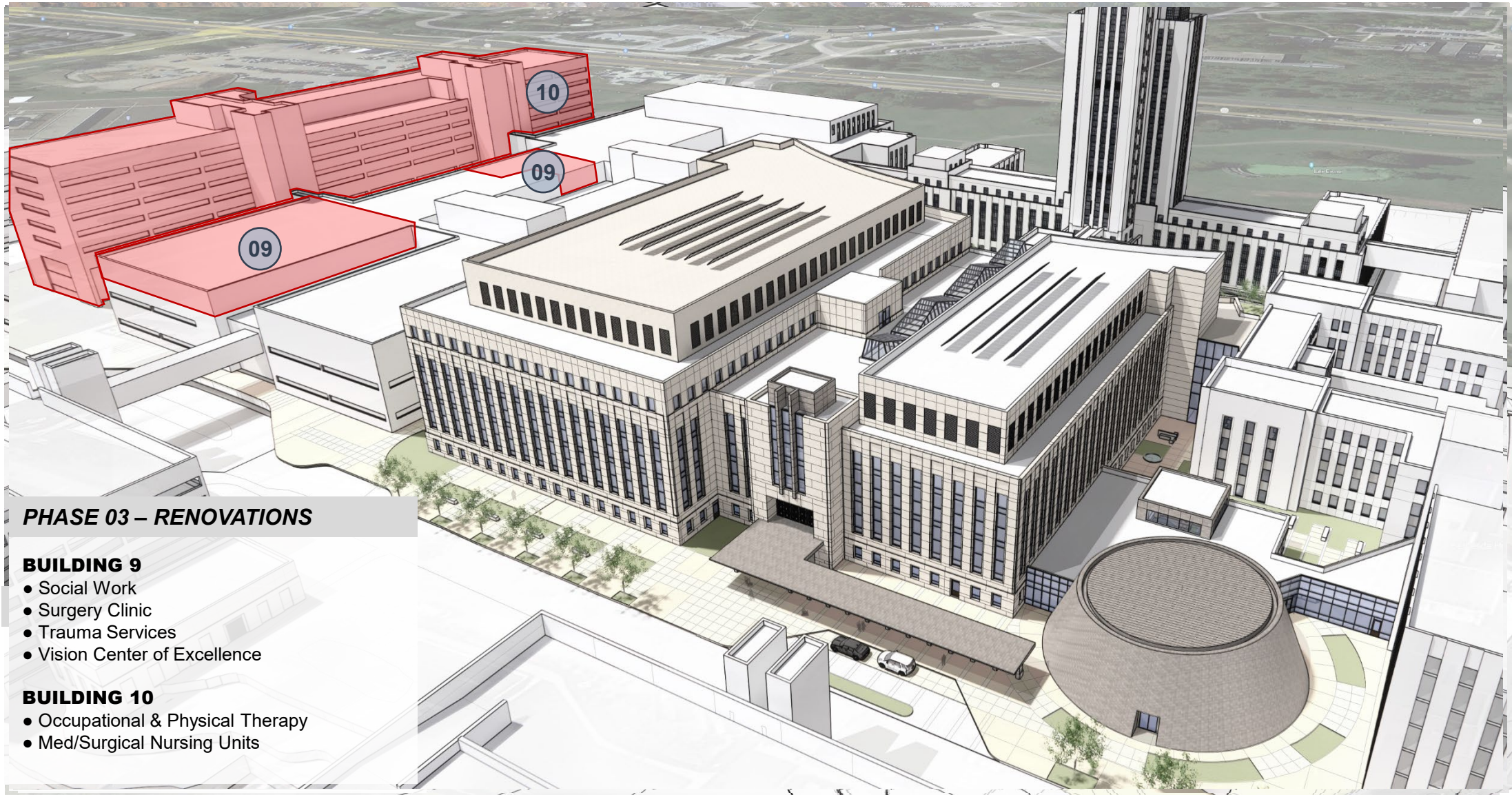


# Enabling Projects





# Project Phasing Plan



## PHASE 03 – RENOVATIONS

### **BUILDING 9**

- Social Work
- Surgery Clinic
- Trauma Services
- Vision Center of Excellence

### **BUILDING 10**

- Occupational & Physical Therapy
- Med/Surgical Nursing Units



# Changed Footprint

1.5M

Total Area (SF)

15

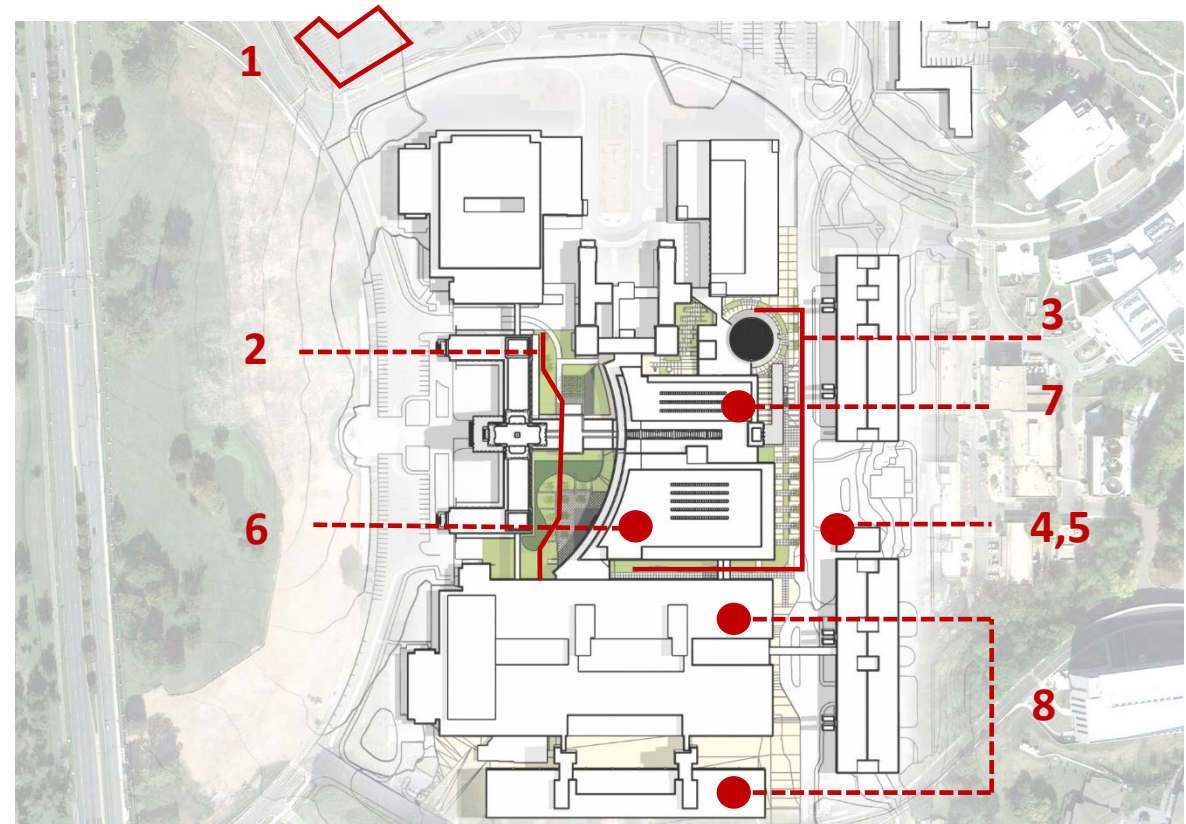
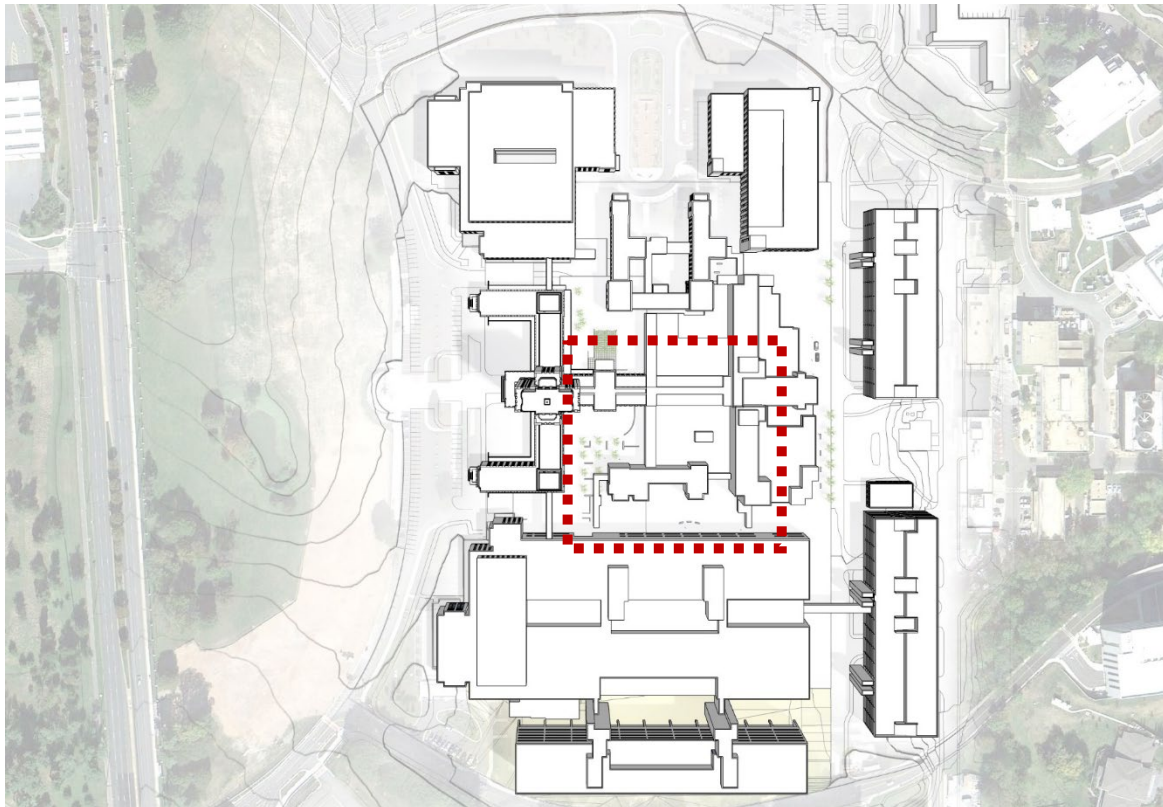
Buildings

18

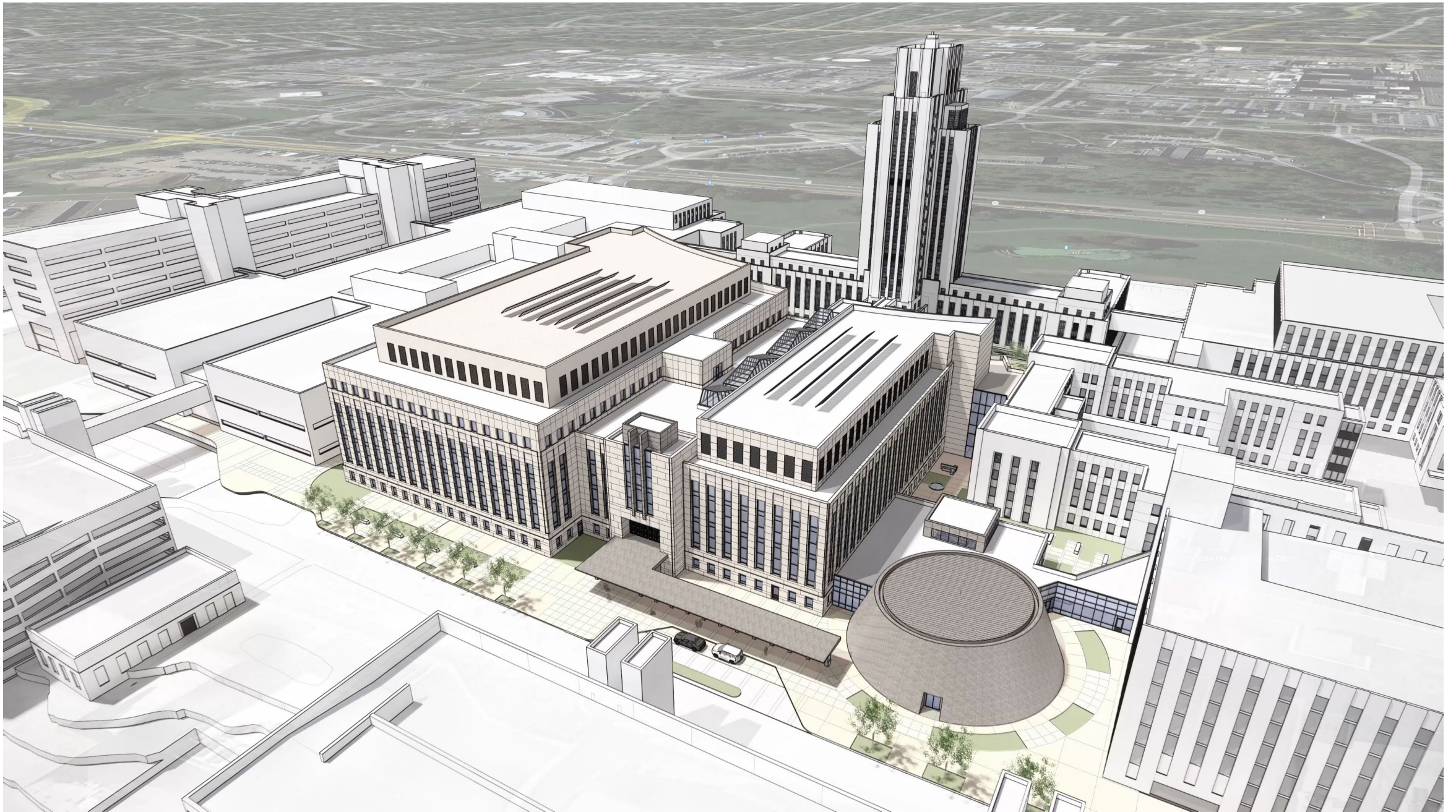
Years

## LEGEND

- 1) P125: TEMPORARY MEDICAL FACILITIES
- 2) P114 SET 1A: PEDESTRIAN CONNECTOR
- 3) P130: UTILITY TUNNEL
- 4) P114 SET 1B: EMERGENCY GENERATORS
- 5) P114 SET 1C: BASE COMMS CENTER
- 6) P114 SET 2: PHASE 1 MEDICAL CENTER
- 7) P114 SET 2: PHASE 2 MEDICAL CENTER
- 8) P114 SET 2: PHASE 3 RENOVATION









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**Poll: Characterize your experience with partnering in a multi-tier governance structure:**

# Governance, Partnering and Risk Management Tools

Guided by NAVFAC Instruction 11013.40B



## Project Partnering on Facilities Construction Projects












- Partnering agreement
- Project charter
- Big Room partnering
- Team performance evaluations
- Ad hoc issue resolution meetings
- Team recognition/awards



## Applicable Tools

- Governance protocol
- Partnering
- Project risk management
- Integrated master schedule
- 3<sup>rd</sup> party facilitation

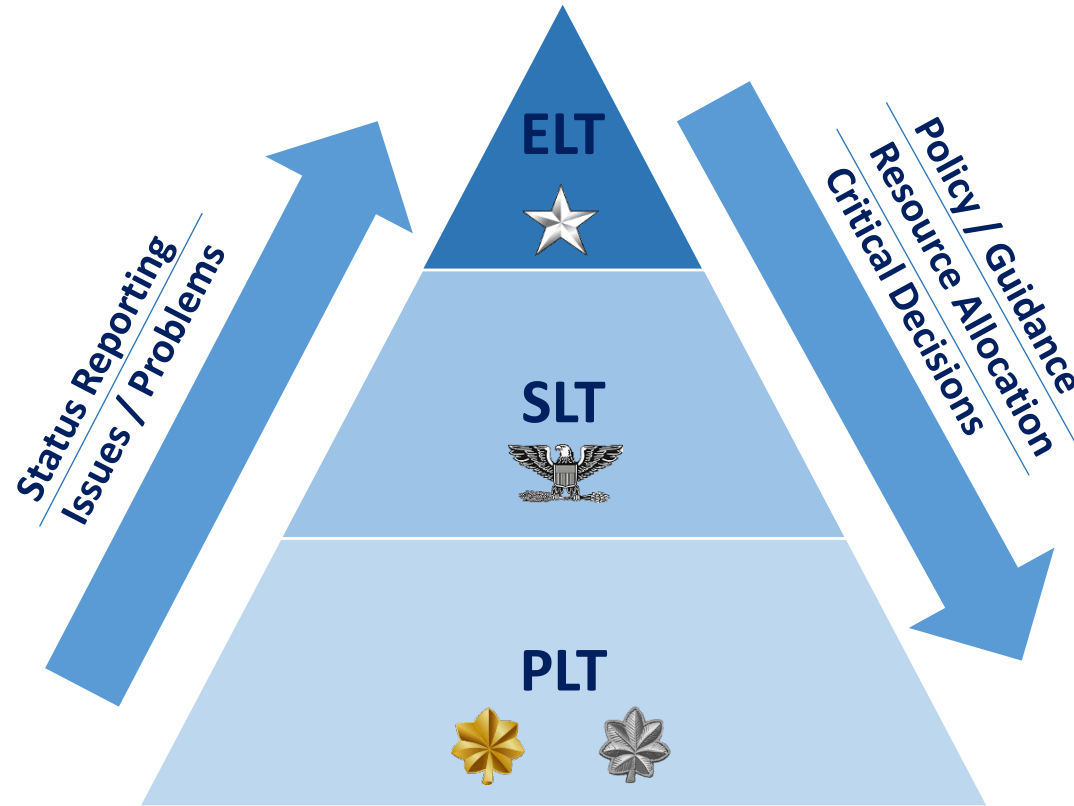
# Primary Stakeholders

Stakeholder	Role
 Defense Health Agency	Facility Owner-Sponsor
 NAVFAC HQ/Medical Facilities Program Office	Medical Facilities SME Support
 NAVFAC Washington	Execution Agent
 HDR	A/E Designer of Record
 Clark Construction Group	Construction Contractor
 Walter Reed National Military Medical Center	End User
 NSA Bethesda	Land Owner
 WSI/USACE	Initial Outfitting and Transition Contractor
<p>Other Supporting Organizations:</p>  Secret Service  US Army ISEC  MBP MBP/MOCA	





# Governance Protocols



## Executive Leadership Team (45 participants)

- Provide enterprise level oversight and support
- Resolve major issues SLT cannot

## Senior Leadership Team (45 participants)

- Apply resources to resolve problems
- Ensure project is managed appropriately through KPIs and risk register
- Develop efficient processes
- Incentivize continuous improvement
- Encourage PLT to anticipate critical issues over the horizon

## Project Leadership Team (30 participants)

- Manage daily project operations
- Identify and resolve critical issues
- Anticipate and manage project risks

- Establish meeting cadence
- Issue escalation protocol
- Leadership action items
- Use of ad hoc meetings

# Partnering

## Project Partnering Policy and Objectives

“Partnering is a proactive project management process to achieve common project goals through improved communications, problem solving and commitment to project success.”

## The expected benefits of project partnering include:

- Improved communication, efficiency and cost effectiveness
- Increased opportunity for innovation
- Continuous improvement of the quality of projects and services

## World Class Care

Patient Experience

Family Quality of Life

Medical Research & Education

+++++

## World Class Project

World Class Design

Do No Harm

Culture of Safety

Financial Certainty

Timely Delivery

Commitment to Quality

An exceptional Experience

+++++

## World Class Team... Key Drivers to Success

Decisions in the Project's Best Interest

Effective Communication & Collaboration

Strong Relationships & Trust

Always Anticipate





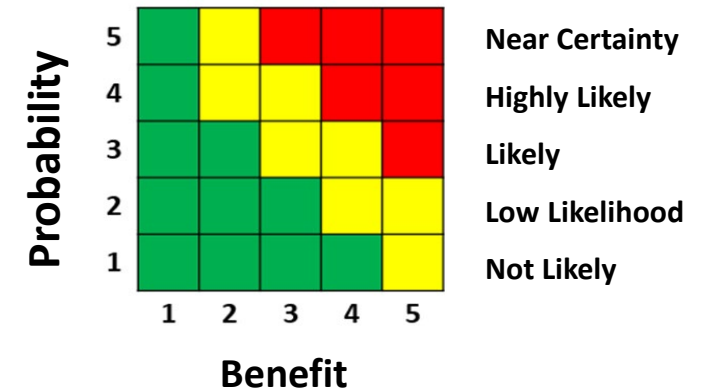
# Project Risk and Opportunity Management

- Risk register
- Risk management meetings
- Risk matrix
- Issue tracking
- Opportunity management

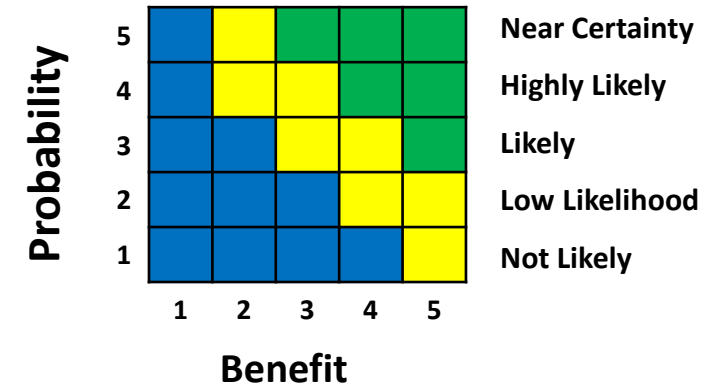
Identified Initial Risks	11	48	34
Mitigations Applied	5	26	62
Ongoing	1	9	34
Closed	4	17	28

Identified Opportunities	3	5	4
Ongoing	1	1	2
Closed	2	4	2

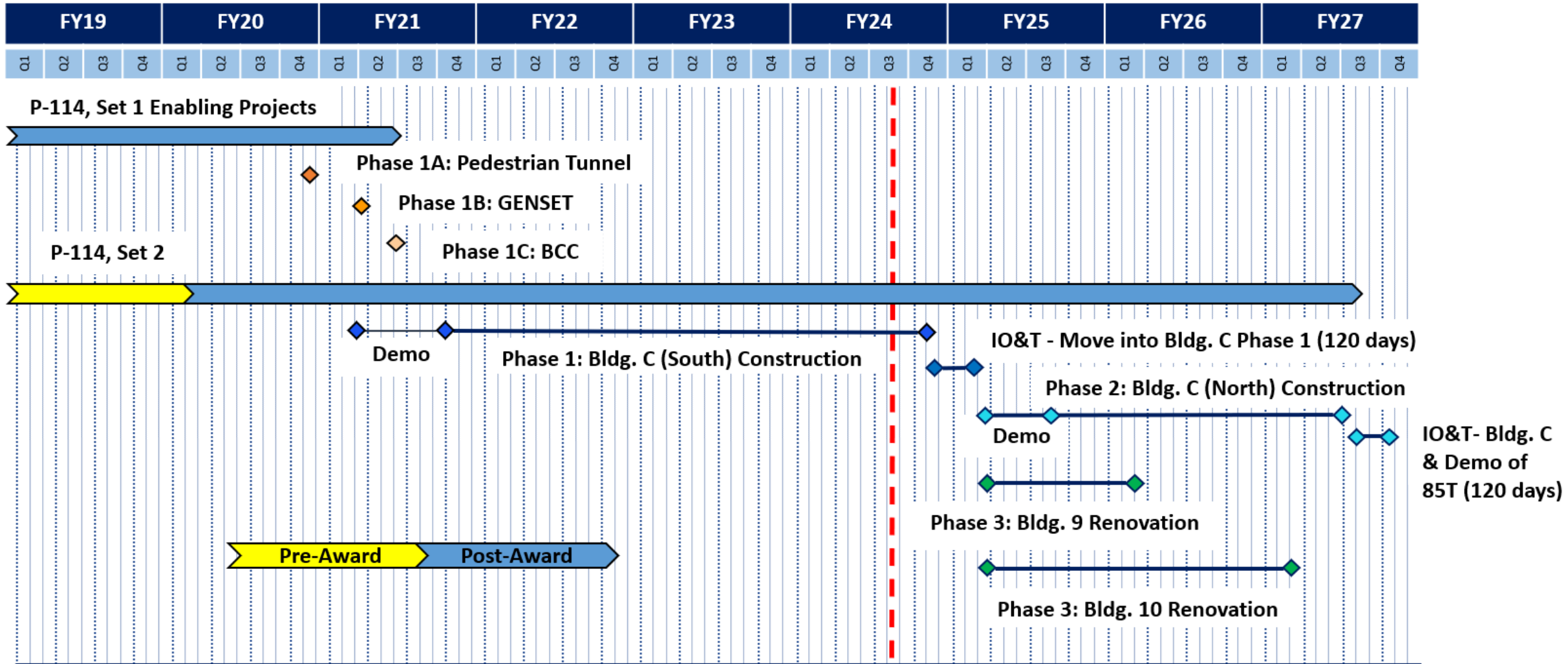
## Risk



## Opportunity



# Project Timeline

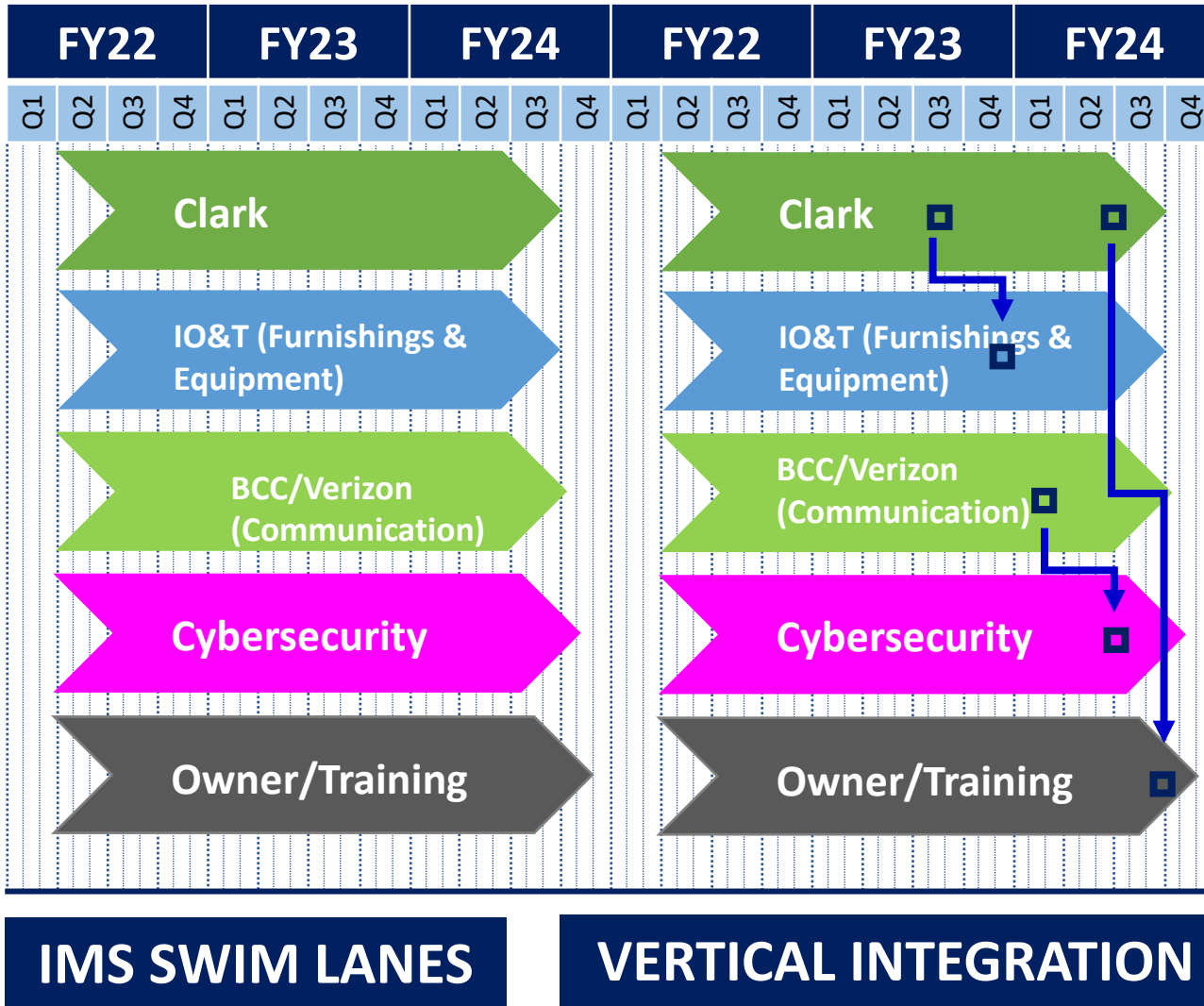


- Set 2, Phase 1 – Demolish Buildings 4, 6 and 8 and Construct Building C Part 1 (379,620 SF)
- Set 2, Phase 2 – Demolish Buildings 2 and 7 and Construct Building C Part 2 (195,010 SF)
- Set 2, Phase 3 – Renovate Buildings 9 and 10 (124,000 SF)

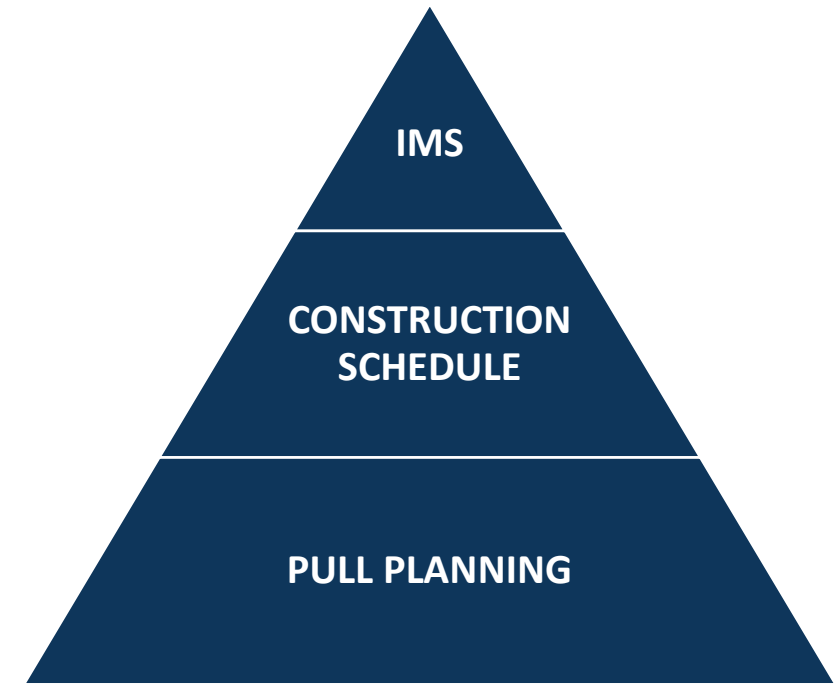




# Integrated Master Schedule



- **Integrated master schedule** - a depiction of major project components and how they interrelate
- **Construction CPM schedule** – Contractor’s baseline schedule and regular updates
- **Pull planning workshops** – a detailed planning process in reverse order with a high degree of collaboration



# Construction Oriented Lessons Learned



## Early Submittals

- Phase 1 & 2 material procured simultaneously
- Schedule confidence in supply chain
- Reduction in costs with preferred pricing
- Continuity of similar materials



## Technology Implementation

- Accurate as-built documentation
- Virtual modeling & planning
- Enhanced communication
- Monitoring progress



## Campus Coordination

- Outage process
- Major logistical operations
- Critical systems
- Noise, vibration, air quality monitoring
- Distinguished patient appointments

# Design Oriented Lessons Learned



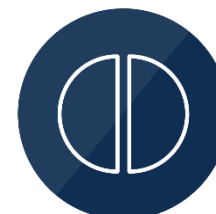
Flexibility to accommodate new imaging & surgical technology



Document change management



Be aware of net zero industry path regarding materiality



Avoid splitting sets at all cost



Cybersecurity needs



Importance of surveying & existing conditions documentation



Be at the front end of technology. Design spaces to accommodate unknown AI



Importance of consistency from master plan to all phases of design & construction







# Governance, Partnering, and Risk Management on a Mega Hospital Project

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Management on a Mega Hospital Project

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