

Project Readiness Assessment - Key Decision Points for Success



Health Care in the Built Environment

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Total Project Overview

Planning

Design

Construction

Future Thinking

Alignment

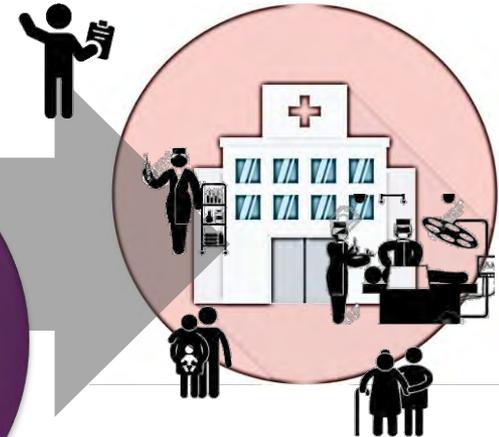
Operational Change

Strategic Purpose

Design

Activation

Occupancy!



Key Decisions

ISSUES

1. Strategic purpose

2. Operational planning

3. Space program

4. Design principles

5. Technology & equipment

6. Approvals

7. Organization & decisions

8. Communications

9. Schedule

10. Total project budget

11. Contingency plans

Project vision and affirmed scope?

Operational/functional vision and strategy?

Volume-based, growth projected space program?

Design guidelines and principles?

Technology and equipment plan linked to operations?

System, regulatory, zoning and funding source requirements?

Team structure, roles and decision-making processes?

Approach to external team member selection?

Key messages, audiences, methods and timing?

Detailed project schedule expectations and milestones?

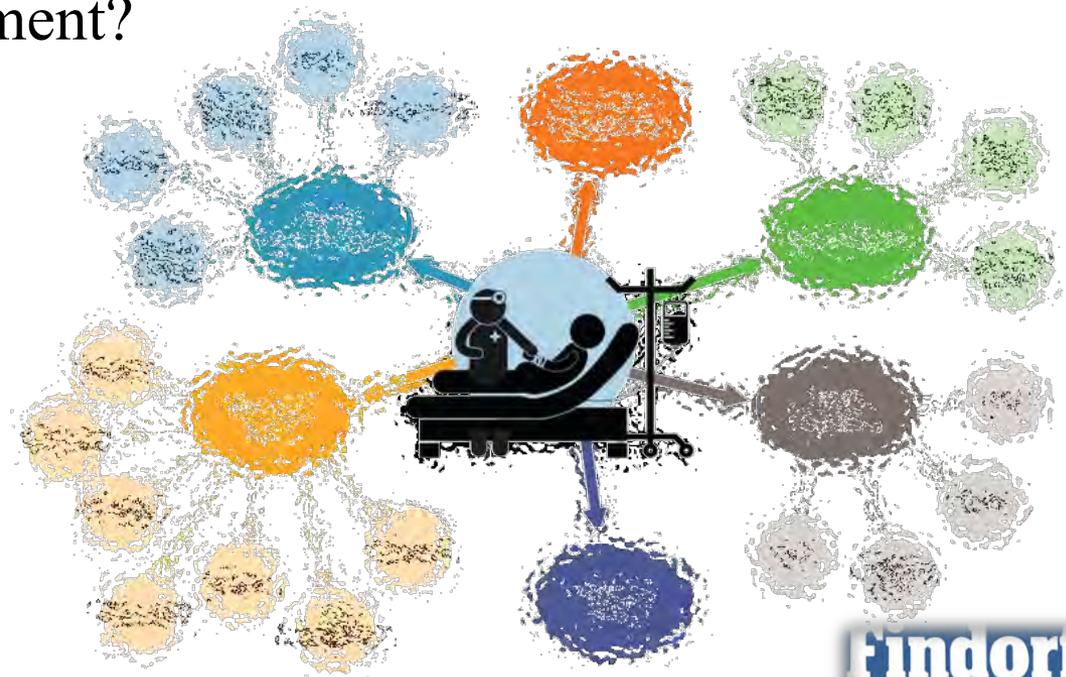
Total project budget; ROI targets, sources of funds?

Contingency plans for deviations from expectations?

#1: Strategic Priorities and Purpose

- What are key organizational strategies?
- Is your organization really ready to implement a change?
- What's your challenge? Where is the pain?
Are you literally hitting the wall?
- Can you quantify improvement?

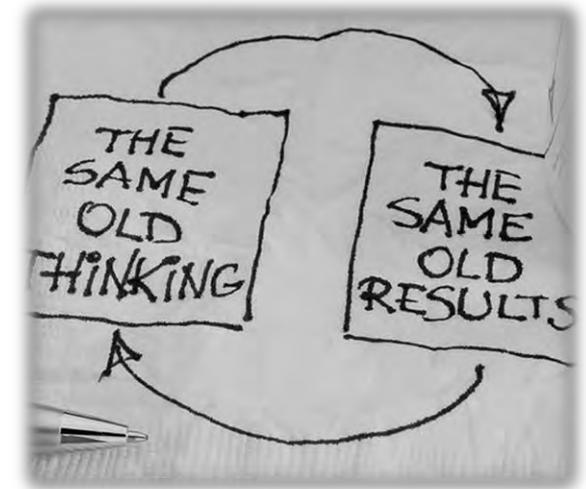
**How do these align
into need and
project opportunity?**



#2: Operational Planning

Define your intended operations to lead design:

- Performance goals and constraints
- Daily imperatives
- What should you start or do more, stop or do less?
- What else will impact operational flows?
- What won't this project address?



Replacement vs. Transcendence

Definition of TRANSCEND (Merriam-Webster)

1. : to rise above or go beyond the limits
: to triumph over the negative or restrictive aspects
2. : to outdo in some attribute, quality, or power

#3 Scope: Space Program

- What is the expected volume and activity?
 - Patient volume / activity by service/area?
 - Growth over what period?
 - Occupancy and utilization expectations?
 - Lean / optimized flows?
 - New methods and approaches?
- Backfill?
- Contingent and dependent projects?
- Concurrent projects?



#s 4-5 Design Principles / Technology & Equipment

- Design Intent:
 - Functional operational flows
 - Universal spaces
 - Shared and multi-functional spaces
 - Service-line and departmental integration
 - Patient –centered design
 - Environmental priorities
 - First dollar and life-cycle costs
- Technology, equipment and impact on mode of care

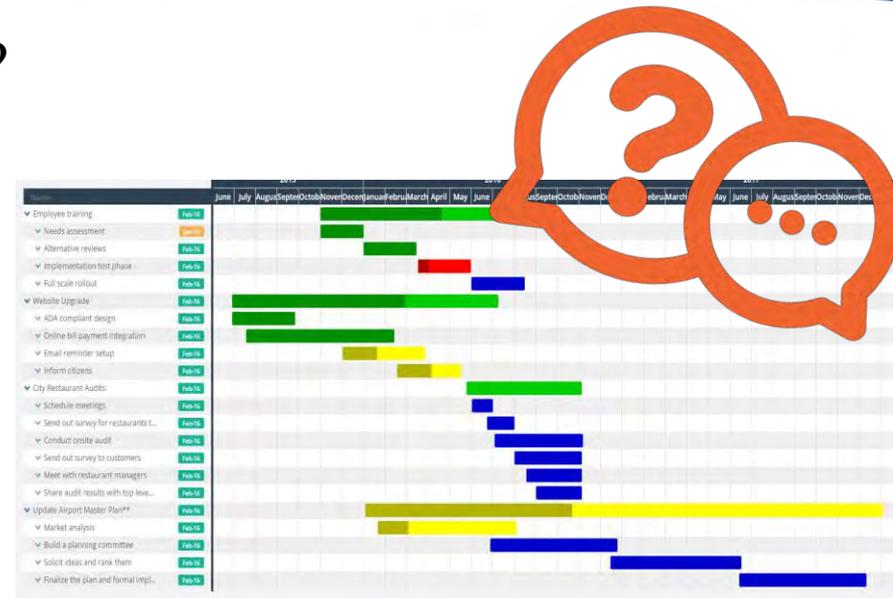
#s 6-8: Approvals, Decisions & Communications

- Internal and external approvals and timing
- Pull schedule for determinants and dependencies
- Input and discussion processes
- Decision methods and authority matrix
- Communication timing and vetting



#s 9-11: Schedule & Contingency Plans

- Are there hard deadlines on timing?
- What are key milestones?
- What is total project budget?
- How are buckets to be managed?
- What are timing of funds?
- Where are likeliest budget and schedule risks?
- What contingency plans are in place to respond should risks be realized?



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Alignment

- Frame the opportunity
 - **Real operational impact and change**
 - Clarify and test sensitivity against today's reality and future expectations
 - Integrated operational team review
- Limits & guardrails
 - Budget, funding, timing
 - Short and long-term flexibility
 - Short and long term risks and opportunity costs
- Implementation realities
 - Timing and Schedule
 - Construction reality – Endgame and living through it
 - Activation

