

thecollaborationchronicles



equipped to

HOPE

HOPE HAS A NEW HOME

SHANDS CANCER HOSPITAL AT THE UNIVERSITY OF FLORIDA

Gainesville, Florida

By Debbie Mason | Based on an interview with Brad Pollitt, AIA, Vice President, UF & Shands;

Laura Stillman, Principal, Flad Architects; and Matt Gilbert, Senior Vice President, Skanska USA Building, Inc.

\$22M savings

30% schedule reduction

8 public-private partners

INSIDE:

■ project information

■ successes

■ lessons learned

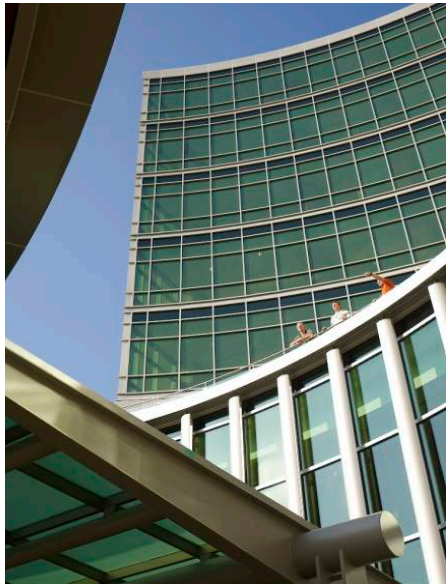
■ insights into:

cooperation

metrics

innovation

■ interview excerpts



PROJECT INFORMATION

PROGRAM

- 500,00 SF Scope
- 192 new inpatient beds
- 31,000 SF new emergency room

COST/TEAM

- \$365M Budget
- Team:
Architect – Flad Architects
Construction – Skanska USA
Building, Inc.

CHALLENGES

- Combined master site planning and programming
- Fast schedule – 36 months
- 25+ user groups – 250+ UF physicians and Shands staff

SUCCESSSES

- ✓ Designed, planned, and built a Gold LEED certified building 35% faster than 7-year average – 24 months faster
- ✓ Came in 7M under budget even with additional elements added after design phase
- ✓ Patient and user satisfaction – 99 percent satisfaction
- ✓ GMP estimating early in the process allowed decisions affecting cost to be managed in real time, saving 12 months and giving owner greater cost confidence.

LESSONS LEARNED

DOs

- ✓ Create a team that shares risk and trusts each other!
- ✓ Owner must be invested as a team member = a team where everyone succeeds, not pitted against one another.
- ✓ Set unwavering deadlines – heads in beds by a target date.
- ✓ Peer-to-peer accountability expected at every level.
- ✓ Use personality assessments – and team building experiences to create a team bond.
- ✓ Outline specific behavioral expectations – create a team playbook.
- ✓ Orient new team members from every partner and vendor for communication and team expectations.

DON'Ts

- ✗ Keep people or subs that won't adopt the expected behaviors of the team culture.
- ✗ Allow blame – instead problem solve without finger pointing.
- ✗ Overcommit partner teams and resources on other projects.
- ✗ Be unfair about price and profit.

INSIGHTS INTO:

COOPERATION

PARTNERS: Leaders of Flad and Skanska, with client Shands, quickly created and shared with respective internal teams the expectations of a collaborative partnership approach – and the specific behaviors expected. Consultant Strategists, Inc. created and reinforced team building and behavioral expectations.

TEAM: City Government, Utilities and major subs were brought in early and participated in team building events and shared behavioral expectations.

PUBLIC/PRIVATE PARTNERSHIP: Solid and significant partnership with city, university, and hospital eased the process.

METRICS

Five Measures of Executable Strategies

- Quality of the Team Building Process
- Quality of Building
- Time and Budget
- Client/user Satisfaction
- Innovation

Effective Characteristics

- Proactive management of inspectors, state, etc.
- Injury free environment
- Patient, staff, and physician satisfaction – managed user groups early for expectations
- Shared risk and risk incentives

INNOVATION – RISK REDEFINED

Risk Redefined



TRADITIONAL
Unmanaged Individual Risk
Avoided, uncontrolled risk
when not managed



NEW
Managed Team Risk
Shared, defined, minimized
controlled when managed



INTERVIEW EXCERPTS FROM THE PROJECT LEADERS

Q: To what do you attribute this success that is far beyond industry standards in speed, savings, and satisfaction? Owner Brad Pollitt said “we created an integrated team approach where everyone was accountable for very specific behaviors, as well as functions. The surveys of team member participants say things like ‘this is the most unique and memorable project, I’ve ever had’ or ‘this was the most rewarding project’ – which was terrific feedback.”

Q: What is an integrated team? “Everyone was publicly accountable, authority was vested in the project leaders, and trust was maintained by constant vigilance by all involved.” Laura Stillman, Principal, Flad

Q: How is that different from other teams? Owner Brad Pollitt said “We were intentional in hiring quality people with technical skills, but also interpersonal skills and the ability to work with others to achieve a common goal. Once I had the people, I had to build a team, keep it together, and reinforce the bonds of friendship and collaboration I hoped would develop. Those interpersonal skills and the real ability to become a team is what makes an integrated team that can truly collaborate.”

Q: What is the “ring of risk”? “As the owner, I needed to manage risk, and that takes trust—of the team and each other. Without trust, mistakes get buried, projects are delayed, quality declines, and costs go up. In typical projects, partner organizations try to push the blame of those mistakes across the table onto other team members.” Brad Pollitt, Owner.

Q: How did you approach “the ring of risk” differently? “The investment we made in team building meetings, events, and experiences helped all of the team members learn to share what I call the “ring of risk,” where everyone anticipates how to reduce risk and create solutions for problems by working together instead of pushing the risk across the table to someone else.” Brad Pollitt, Owner.

“When a problem came up, instead of finger pointing, we all sat down and instead figured out how to solve it and share the risk when needed.” Brad Pollitt, Owner

Q: How was that experience different for the architect? “We applied some of the best thinking and problem-solving tools, and this project transformed us as people – and how we approach accountability and leadership. “ Laura Stillman, Principal, Flad

Q: How was that experience different for the contractor? “The big difference is that usually the problems in a project don’t get addressed early enough and get kicked down the road to the contractor to fix in the end. In this project, we all came to the table early to anticipate problems and when unanticipated things came up – the team met and fixed them fast.” Matt Gilbert, Senior Vice President and Account Manager, Skanska USA

Q: What was the team behavior you identified as essential for an integrated team for full collaboration? Owner Brad Pollitt recognized early on that the only way a project of this complexity could be completed on schedule and budget was by creating a truly collaborative team. “All team members have important roles contributing to success. The process will be accurate, deliberate, documented, and defensible. The team will face trials, but will maintain a commitment to each other to work through challenges constructively.”

“The team will not stop short of heroics to succeed.”

Brad Pollitt, AIA

Vice President of Facilities
UF & Shands