



Objective

Integrated Project Management - Facilities Management and Technology

Challenge

A large children's hospital embarked on a complex 170,000 SF, multi-departmental facilities move and build

This complex undertaking required a variety of critical paths, including patient & staff safety, technology, and facility & operations. The organization engaged Peer Consulting as an Integrated Project Manager, which was a "mini PMO" for this aggressive undertaking.

- Manage a massive expansion in a predictable and repeatable process
- Test the integrated components prior to the opening of the new space
- Integrate people, process, technology, and the physical environment into the design

"Our Peer Consultant was universally liked by the project teams, bringing the right level of needed project management structure to the projects to keep things moving smoothly along. He was a hard worker, low-key, and highly effective in the role of project manager. Would use him and Peer Consulting again without hesitation."

PMO Director
Children's Hospital



Solution

Develop the role of Integrated Project Manager (IPM), who is directed by the newly formed Facilities Governance Team, and closely linked to the change management process.



People

- Create a Facilities Governance Team with executives and representatives from each vertical involved
- Create the role of IPM, who coordinates the development of the project charter and manages the project from a macro perspective, with each vertical's project manager reporting in
- Departments include: construction and hardware, dietary operations, IT, HR, a new patient call center, all with multiple, complex, and sometimes conflicting critical paths.
- Final testing involved patient families, ensuring ordering system is patient-friendly in addition to being accurate and clinically approved



Process

- Work closely with HR to ensure that 100+ staff were hired, trained, & involved in testing
- Create a "mini-PMO" for this project
- Test EHR systems, ensuring tight integration
- Coordinate people, process, technology, & facilities
- Perform exhaustive simulation testing, exercising everything from fire systems to security, food quality, patient and family satisfaction and EHR systems, ensuring tight integration



Technology

The EHR and other technologies included the facility itself, multiple alarm systems, a menu call center and telephony, patient satisfaction, among others.

Outcomes

Successful facilities expansion of 170,000 SF, including kitchen and new patient tower

- Stakeholder confidence and engagement
- Continuity of patient and staff safety
- This new proven model will be applied on all future expansion and remodels
- Proved the new IPM role, guided by the newly formed Facilities Governance Team, is an effective approach and model in achieving its charter

