

Wright-Patterson AFB Medical Center Renovation



The Medical Center Complex at Wright-Patterson Air Force Base is undergoing a major renovation.

It Takes All of Us

A note from Steve Farkus, USACE Project Manager

There are many hands involved in our project. A diverse group is tackling the largest active construction project managed by the Louisville District. Communicating the successes we have and sharing insights from other's perspectives can do nothing but strengthen our team's commitment. To that end I would invite you to enjoy our monthly newsletter and contribute if you have the inclination. As always, feedback is also certainly appreciated.

Thank you for your involvement in an amazing project. Your work is increasing patient care at the Wright-Patterson Medical Center and that is a fact to be very proud of. Stay safe and keep up the momentum!

New ICU schedule is win-win for all

One of the most critical parts of the Medical Center Renovation was the shutdown of the Intensive Care Unit (ICU) located on the third floor. It involved all members of the project delivery team (PDT) working together to come up with effective solutions for the transition.

The PDT worked to consolidate phases of the ICU shutdown in an effort to minimize impact on the user. The ICU shutdown began August 16, 2013 and is scheduled to be completed by Dec. 2013, a full year sooner than originally planned due to the changes in project schedule.

"This change involved a lot of coordination," said Jeremy Cobb, USACE Resident Engineer. "Everybody came together to make it happen. We reduced the number of phases and are able to renovate the ICU in one phase, which helped minimize the impact to the user," said Cobb.

The original plan for construction was to complete the area and to completely replace the roof over the ICU in five phases. Four of the five phases were for the ICU and the fifth phase was for the Simulation Lab located on the same floor.

After starting work in Phase 1 there were numerous challenges in that area which have taken longer than originally planned. One concern by all parties was the roof work would cause a lot of noise and disturbance for the patients in ICU. So the concept of vacating the entire area and combining the remaining four phases into one phase was looked at by all parties of the team.

Continued on next page

Partnering Mission

We, the Med Center Renovation Team, are committed to work together safely and effectively to renovate the WPMC to meet the current and future "train, treat and teach" requirements of the 88th Medical Group and its patients. We will use industry best practices and stealth construction to meet the project objectives on schedule, within budget and with minimal disruption to the center's mission of delivering world-class patient care.

Mark your calendars!

Thursday
Nov. 21
SAG Meeting
1:00 p.m.
(Gov't only 10:00)

September 2013

ICU transition

“This took a lot of planning and coordination with the Medical Center staff to determine if this could happen,” said Cobb. Additionally, the contractor—Walsh/Butt Joint Venture—also had to determine the time they needed to complete all the phases. The contractor came up with a schedule to complete the ICU portion of the area in 13 weeks and an additional three weeks to complete the Simulation Lab section, meaning a one year reduction in time to complete the entire area.

“This was a win-win for all parties,” said Jeremy Cobb, USACE Resident Engineer. “The end user is impacted for less time and able to get a fully renovated space earlier and the contractor has many more efficiencies doing it at one time then breaking up the area to small phases.”

The contractor committed to working additional work shifts to meet the deadline and the Medical Center Staff agreed to provide a temporary ICU and Simulation Lab in other departments of the Medical Center.

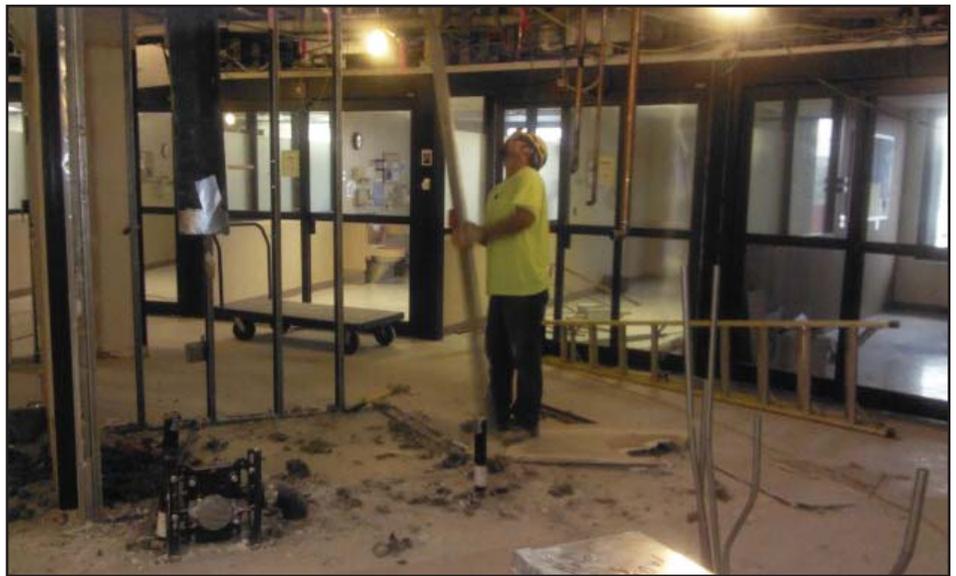
Col. Patricia Meza of the 88th Medical Group and her staff worked with the contractor to coordinate the relocation of ICU. The transition of ICU and Simulation Lab to their temporary spaces was a success during the week of August 16th and construction started in the area on August 19th.

Although everything is moving smoothly so far, the PDT still recognizes that many crucial milestones are ahead.

“The work over the next few months will be a test to the team to solve all design and construction issues in a timely manner to meet the agreed timeline for completion of the area,” said Cobb.



Removal process of the demoed debris from the ICU



ICU demolition of an existing wall



The Intensive Care Unit (ICU) demolition phase is underway at the Wright-Patterson Air Force Base Medical Center Complex. The ICU transition is scheduled to be complete by December 2013.

Dining Facility Changes Coming

Starting this month the dining facility will be operating a little differently due to the renovations of the dining facility. The trailers for food prep are being installed and will be completely operational by mid-September.

The original contract had the food services being outsourced and brought in on a daily basis by the contractor during the renovation of the construction. A modification was made to the contract to set up temporary Food Service Trailers adjacent to the Medical Center. The Medical Center Staff will use them continue to provide the food service in lieu of outsourcing the work.

The new dining facility and food services area is expected to be complete by April 2014.

PDT Member Spotlight

Chris Ayers, Construction Quality Control Manager, Joint Venture

What is your primary role on the job?

Responsible for the overall construction quality control. My areas of responsibility includes implementing the three phase of control (Preparatory Phase, Initial Phase, and Follow Up Phase), conducting safety inspections, reviewing submittals, coordinating work in the field, and writing Request for Information (RFI). My daily routine involves attending coordination meetings with the COE and Med Center to inform them of upcoming construction work and utility outages, and walking each active construction area to inspect and coordinate the work being installed to assure that a quality product is being built.

What successes have you seen on the project this month?

Some of the project's biggest success lately have been the ability of the COE, Med Center, and the JV to work together to revise the original phasing plans for departments to better work with the Med Center's user requirements and our construction schedule. By revising the phasing plan in areas such as the Kitchen, ICU, and Dermatology, the overall duration of each department will be reduced and interruptions to patient care is minimized.

What hobbies do you enjoy when you aren't on the jobsite?

I have a 7-year old daughter and a 5-year old son that keep me busy, but in my free time I enjoy playing soccer and running. This September I am competing in my first sprint triathlon so I've spent a lot of my free time this summer swimming, biking, and running to get ready for the triathlon.

Safety Update

- 650+ days / 223,000+ man hours worked without a lost time accident with two minor OSHA recordable nonloss time injuries.
- Walsh/Butt JV had a Quarterly Project Safety Meeting in August to give Safety Awards to workers and reinforce safety policies. Safety award recipients for this quarter whom are chosen by a safety committee composed of their peers on this job site were: Sean Heaton (Rieck Mechanical), Jim Mergy (ESI), Richard Varner (OKI), Monisha Mooreland (ESI), Sheldon Garber (NASH).
- Walsh/Butt JV brought on additional personnel specifically for safety field inspection to help aid the primary SSO.
- Also Walsh/Butt JV management team has been performing weekly safety inspection in the field to continue to place emphasis on safety.
- USACE has provided additional inspections from other safety personnel (CDSO -Collateral Duty Safety Officers) in the Area office to provide more eyes on sight.

Interior of Dining Trailers



Chris Ayers



Senior Advisory Group
August Meeting



Workplace
safety is our #1
priority!

**Safety
Spot**

Focus when using hand-
tools on the job-site

Special Update: Partnering Survey Results

Partnering Survey Results

The most recent survey shows that the spirit of partnership on this project is improving, but more work needs to be done. On the positive side, 67% of all responses were favorable (up from 64% on last January's survey) and only 25% were unfavorable. The strongest areas of the project were the priority we attach to safety and our success in minimizing disruptions to the base and the Med Center's daily activities caring for patients. These are strengths to which we remain very committed as the project moves forward. On the negative side, respondents' greatest concerns were in the areas of RFIs and Mods, overall project progress, and design quality.

The Project Delivery Team (PDT) reviewed and discussed these results in detail and we presented them, together with our recommendations, to the project's Senior Advisory Group (SAG) August 8. Based on that review and discussion, the following actions will be taken to address the key issues.

1. RFIs are not resolved quickly and completely

The PDT will conduct a quick study to look into the processing dates on some recent RFIs. The Corps Project Engineers will also take full ownership of the RFIs and ensure that they are fully resolved in a timely way with design team input, where necessary.

2. Mods are not identified and resolved in a timely manner

Mods will be quickly prioritized and those priorities will be communicated to the entire team. Members of the Senior Advisory Group are working to place an engineer from the Design Team on site part-time to expedite this area.

3. Project not on track for success

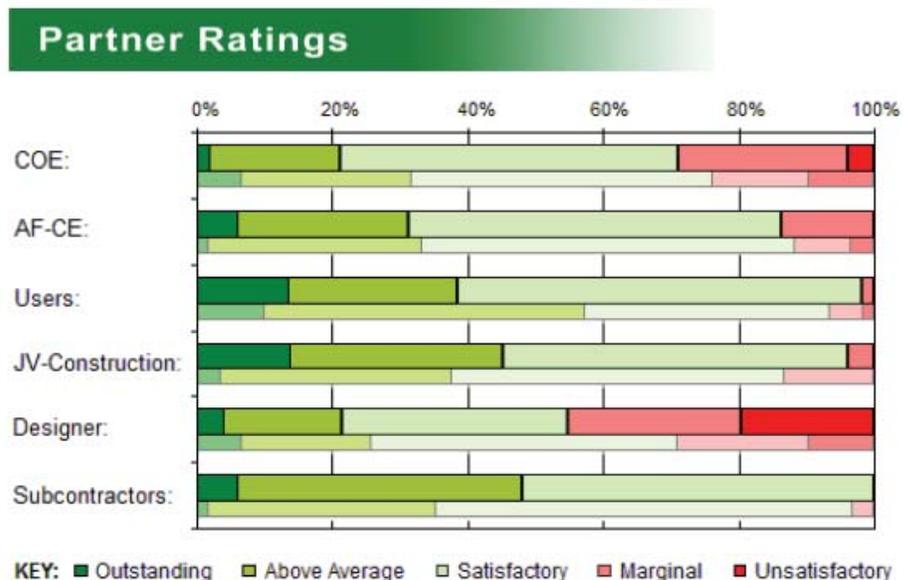
Recently the project schedule has been extended and this new goal will be communicated to all stakeholders. The PDT will publish a monthly project newsletter to keep project members informed and to recognize and celebrate milestones achieved.

4. Dissatisfaction with design quality

The presence on site of an architect from the HKS/WS design team has helped to resolve design issues. As noted in #2 above, there is now a plan to augment this with an engineer who will be consulted on RFIs and Mods.

We sincerely thank everyone who responded to the survey. Progress on the areas identified above will be measured in a series of Partnership surveys to be conducted over the remainder of the project and we will continue to report back to you on our progress.

We appreciate all of your efforts. Keep up the good work and we will achieve our partnering goal of safely and effectively renovating the WPMC to meet the current and future "train, treat and teach" requirements of the 88th Medical Group and its patients.



Survey respondents rated how all project stakeholders are performing as partners. These ratings can be improved. We must all think about how we can communicate more openly and effectively with each other and build the trust that high performing teams require.

