

Celebrating Teamwork

The 2015 Vista Award winners



By Deanna Martin,
ASHE communications manager

The prestigious Vista Awards recognize the importance of teamwork in creating an optimal health care physical environment. Winners must do more than create a polished final product—winning teams show a unity of purpose that helped their projects succeed from pre-planning to implementation.



NEW CONSTRUCTION



RENOVATION



INFRASTRUCTURE

The winners 2015 Vista Awards are Baystate Medical Center's Hospital of the Future project in Springfield, Massachusetts; the renovation of the 2nd floor women's health/gynecology patient floor in Mercy Hospital St. Louis; and the power plant replacement at South Georgia Medical Center in Valdosta, Georgia. The projects won in the categories of best new construction, renovation, and infrastructure, respectively.



New Construction

Presented to an organization that has constructed a new facility essentially from the ground up. The new facility may be connected to an existing facility, but the building must have its own identity and be a new space.



Baystate Medical Center's Hospital of the Future is the main component of a campus master plan that set the project's budget and scope in 2005. The team members working on the project not only had to overcome typical construction challenges, but also an economic recession when creating the hospital's two completed and operational modules, the Davis Family Heart & Vascular Center and an Emergency Level-1 Trauma Center. The team drew upon risk assessment conversations that occurred years prior and focused on ways to mitigate possible changes. The team found opportunities to reduce the original budget by several million dollars through strategies including an early buy-out of steel and foundation materials, retaining wall systems, and major mechanical systems. A robust competitive selection process for clinical equipment, a phased construction

plan, alternative building choices, and soliciting early input from the construction team all helped reduce costs.

The project team considered sustainability from the beginning, recycling building materials from a demolished building on the site and saving two significant trees that were later turned into benches by a local artist. The project also included elements of flexibility, including hybrid operating rooms. Medical and surgical rooms were designed with capabilities to serve more acute patients if needed.

"The intense level of organization, communication, and innovation required for this particular project could not have been executed without the strong relationships we have cultivated over many years of working together," said Mark A. Keroack, MD, MPH, president and CEO of Baystate Health. "We are exceptionally proud of this project."

Project

Baystate Medical Center's Hospital of the Future

Location

Springfield, Massachusetts

Square feet

641,000

Number of beds

96

Projected budget

\$316 million

Actual cost

\$311 million

Team members

Michael F. Moran

Vice president of Clinical, Facilities & Guest Services, Baystate Health

Betty LaRue, MN, RN

Vice president of Heart & Vascular and Neurology, Baystate Health

Kurt Rockstroh, FAIA, FACHA

President and CEO, Sterling Planning Alliance, a division of Steffian Bradley Architects

Peter Campot

President, Healthcare/ Science and Technology & Chief Innovation Officer, Suffolk Construction

John Saad, HFDP, LEED AP

Managing principal, Vanderweil Engineers

Linda Haggerty, AAHID, LEED AP

Principal, Steffian Bradley Architects

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Renovation

Presented to an organization that has altered the existing conditions or added new space to existing structures. The original building envelope remains essentially intact.



Mercy Hospital St. Louis set a goal of growing its women's services and wanted to upgrade existing facilities and create new services to accommodate existing patients and attract new ones. The second floor renovation project was part of this strategy, and included the gut renovation of three wings of the floor into a new women's health/gynecology floor. Project goals included addressing issues with noise, smell, HVAC, plumbing, and energy efficiency—as well as providing modern patient amenities difficult to provide in the original 1962 construction.

The team working on the project discovered during demolition that the existing plumbing system was deteriorating and partially obstructed. The team had to perform more than 100 shut downs during a variety of hours to maintain patient satisfaction and alleviate disruptions on adjacent

floors. Work continued sporadically as patient occupancies were made available. Coordination meetings and communication helped keep the project moving and the team working together through this and other challenges.

The team involved multiple departments within the hospital starting in the early stages of the project to help address issues and make timely decisions. Since the completion of the renovation, the women's health unit provides family spaces, free WIFI, in-room electronic device charging stations, room service, flat screen TVs, and DVD players. The aesthetics have improved and overall patient satisfaction scores are up, as is the patient census.

"The new space...has provided a significantly better patient experience," said Jeff Johnston, president of Mercy Hospital St. Louis. "We are very proud of the holistic care provided at Mercy Hospital St. Louis, and now we have outstanding amenities to support that care in the new renovated unit."

Project

Mercy Hospital St. Louis, 2nd floor women's health/gynecology patient floor

Location

St. Louis, Missouri

Square feet

26,300

Number of beds

38 beds

Projected budget

\$9 million

Actual cost

\$8.6 million

Team members

Angie Warner

Director of planning, design & construction, East Region, Mercy St. Louis

Catherine Grasso

Project manager, planning, design & construction, Mercy St. Louis

Jim Huber

Principal, Archimages, Inc.

Neil Bauer

Director, McCarthy Building Companies

Andy Bauer

Superintendent, McCarthy Building Companies

Jennifer Ott

Medical equipment specialist, Northstar Management Co.





Infrastructure

Presented to an organization that has modified or replaced major portions of the utility generations, distribution, or control systems involving significant project planning



The team at the South Georgia Medical Center and had worked with its consultants for 12 years to systematically upgrade the facility's utility infrastructure as part of a master plan. The last items on the infrastructure master plan were to upgrade the existing power and boiler plants. The existing electrical system was unable to accommodate planned expansion and maintenance costs were escalating.

The power plant replacement project required the relocation of major utility services, including storm lines, central medical gas storage, primary power, substation feeds, service transformers, and existing fuel systems. The team determined the best location for the new power plant would be at the location of central medical gas storage and normal

transformer yard, although that created a challenge in relocating utilities and scheduling. One solution the team used to overcome scheduling challenges was to set the electrical gear and generators on the concrete pad and then build the building around the equipment, allowing for expedited gear placement through the use of a crane and allowing for the electrical contractor to terminate wiring connections while building steel and façade were being constructed.

The team held regular meetings and calls to discuss issues and participated in team building opportunities such as outdoor activities and cookouts. The project substantially increased the capacity of the emergency power supply system, and the flexible design used will allow the South Georgia Medical Center to meet future emergency power needs. 

Project
South Georgia Medical Center power plant replacement

Location
Valdosta, Georgia

Square feet
5,500

Projected budget
\$10.4 million

Actual cost
\$10.0 million

Team members
Stephen "Mo" Mosher, MA, CHFM
South Georgia Medical Center asst. admin. of engineering/facility services, SGMC campuses, South Georgia Medical Center

Terry Harvard
Director of facilities,

South Georgia Medical Center

Tim Davies, P.E., LEED BD+C

Senior electrical engineer, HPD, LLC

Trav Paulk
Vice president, Valdosta Electric Company

Chuck Smith
Vice president, Cauthan Construction Company

Erik J. Higgins, AIA-Associate
Project manager, Gresham, Smith & Partners

