



New Construction: UCSF Medical Center at Mission Bay

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.

The team at UCSF set out to create a three-hospital project in the heart of San Francisco's Mission Bay neighborhood. In doing so, UCSF hoped to provide assistance to the community's underserved residents, create new jobs, and stimulate the local economy.

The project spanned nearly nine years before it officially started serving patients in 2015. Now, the UCSF Medical Center at Mission Bay includes a children's hospital, a women's and adult specialty hospital with cancer care, an energy center, and a helipad, all while achieving a LEED Gold certification for its 4.3 acres of green space.

The team maintains that the project's success came through clear communication and collaboration. Starting in the design phase, the project had more than 250 project participants who were flexible even as the project grew. Even members of the community were able to weigh in. For example, UCSF worked with a patient and family committee that helped determine what

made an ideal hospital environment. The committee helped pick the wall colors, furniture, and amenities in the hospital's common areas.

"The project team successfully collaborated over the course of the project with patients and families, physicians, researchers, staff, community stakeholders, city officials, donors, and many others," said Mark Laret, the president and CEO of UCSF Health. "We are very proud of what was created: an unparalleled and innovative care environment with state-of-the-art technology and LEED Gold designation—all delivered on time and under budget."

The team is especially proud of the ways it used space efficiently. Since the three hospitals are interconnected, it was a challenge creating an identifiable exterior and interior. To resolve these issues, each level maintained a distinct identity, but also facilities allowed for shared resources and supported staff-to-staff relationships for strategic integration among the three hospitals.



Project:
UCSF Medical Center at Mission Bay

Location: San Francisco, California

Square feet: 878,000 gross sq. ft.

Number of beds: 289

Projected budget:
\$777,470,000

Actual cost:
\$759,878,727

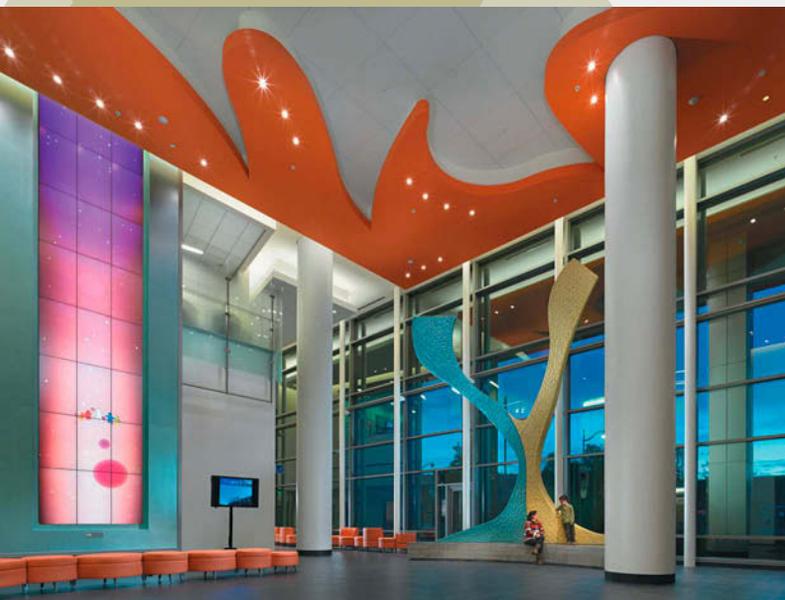
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Renovation: Memorial Hospital at Gulfport Tower

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

Memorial Hospital at Gulfport was showing its age. Patients were staying in buildings nearly five decades old with a leaky exterior. Those factors alone were convincing enough that it was time to renovate the premises.

Members of the hospital and the construction team of Roy Anderson Corporation set out to create a watertight seal and upgrade patient rooms to meet the latest regulatory standards. They did it all while maintaining the hospital's functions as an acute care facility and a requisite 240 patient beds.

To ensure patients went undisturbed, members of the hospital staff, design team members, consultants, and other parties met regularly over a two-and-a-half-year period to review mock-ups of key spaces and to decide how to alleviate construction concerns.

All in all, the Main Patient Tower project added two new floors and rooftop penthouses to a five-story patient tower. The floors had 96 modern patient rooms that were nearly double

the size of the current patient rooms. Memorial Hospital's other plan, the NICU project, was being constructed concurrently and added five modern rooms to the campus's West Tower.

To cap it all off, the projects were completed ahead of schedule and \$2.5 million under budget. The hospital was able to renovate an additional floor because of the project's success.

"The Roy Anderson Corporation construction team contains a wealth of experience and knowledge in modern health care construction," said Fred Gargiulo, the vice president of administrative services at Memorial Hospital. "As demonstrated by past projects, there is established trust between Memorial's team and Roy Anderson's team. Their experienced staff has worked with Memorial's administrative team, architects, engineers, employees, and sub-contractors long enough to know how we require construction to be conducted while we concurrently treat critically ill patients."



Project:
Memorial Hospital at Gulfport Tower

Location:
Gulfport, Mississippi

Square feet:
185,926 sq. ft.

Number of beds: 144

Projected cost:
\$63,281,955

Actual cost:
\$60,791,411

Team members:
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Infrastructure: St. Joseph’s Hospital Health Center Combined Heat and Power (CHP) Plant

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

When St. Joseph’s Hospital realized a 2008 expansion was going to max out its electrical grid, the hospital had to choose whether to add an expensive power line or find an alternative energy solution.

The hospital decided it would install a combined heat and power plant—also known as a CHP—at its main hospital campus to service both its existing facility and the then-new expansion. But because St. Joseph’s is located in the busy downtown of Syracuse, New York, space was limited. The team needed to be creative.

The design-build team discovered an underutilized area located between a three-story block of patient rooms and above a loading dock. The area could tap into existing infrastructure and minimize the plant’s square footage.

During construction, one of the design-build team’s major goals was to minimize interference with mission-critical operations. Patient floors were just 20 feet above the plant; a situation

that accentuated the need to make sure care was not disturbed by the CHP’s construction. The team was successful. According to the post-construction evaluation, patients barely knew the CHP was there, and the plant faded into the background.

In the CHP’s first year it produced 26 million kWh and met nearly 80 percent of the hospital’s electricity and 95 percent of the hospital’s steam consumption.

St. Joseph’s Hospital President and CEO Kathryn Ruscitto called the project a fine example of collaboration, professionalism, and commitment to excellence.

“The positive impact that the Combined Heat and Power plant has had on our utility costs, environmental impact, and power reliability has been quickly realized in its first year of operation,” Ruscitto said. “These significant benefits have occurred quietly in the background of our facility’s operations with no negative impacts to our patients’ comfort or our quality of service.”



Project:
St. Joseph’s Hospital Health Center Combined Heat and Power (CHP) Plant

Location:
Syracuse, New York

Square feet:
4,000 sq. ft.

Number of beds:
451 (hospital total)

Projected budget:
\$15,000,000

Actual cost:
\$14,978,000

Team members:
Nathan Barber
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St. Joseph’s Health

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