

Introduction

Since the first edition of this book was published in 2004, many changes have occurred that have affected the delivery of healthcare capital projects. Capital projects implemented by healthcare owners have become fewer and smaller in scope. With the collapse of the capital markets in late 2008, many healthcare owners placed their capital projects on hold and substantially reduced the scope of projects that moved forward. This reduction in the number and size of projects presents a tremendous opportunity to substantially improve the implementation of healthcare capital projects. Over more than three decades of assisting healthcare owners in the successful delivery of their capital projects, I have seen numerous disorganized and ineffective processes. Many projects were started and managed by dysfunctional teams, resulting in wasted resources. Completed projects were seen as total failures because of cost and schedule overruns and, more importantly, because they did not substantially improve operational efficiency, the patient experience, or the delivery of healthcare services. Project teams experienced a range of emotions including enthusiasm, disillusionment, panic, encouragement, anger, and relief. Starting and implementing a capital facility project does not have to be this way. Devising a structured and collaborative process at the onset can minimize emotional swings and keep the project on track.

This book provides healthcare owners and their boards a roadmap for productive and rewarding project delivery. It discusses the intricacies of the delivery process, the pitfalls to avoid, and the importance of assembling a complete and experienced delivery team. As was the case with the first edition of this book, the Project Launch Phase is emphasized. A new tool to begin this phase will also be introduced. **Launch Gap Analysis**, discussed in Chapter 2, is the most important step in successful project delivery. Bridging the strategic plan phase and the design phase, the launch phase defines the project and gives the organization a chance to make changes with a minimal investment of funds. Launch Gap Analysis is the key to a successful launch. ▶

In any complex undertaking, the end depends on the beginning. Healthcare executives charged with such a multifaceted undertaking as a capital project must develop their skills in launching, organizing, and implementing. Lack of such a skill base jeopardizes the organization's investments in time, money, and human resources. Getting it right the first time is critical. Effective use and management of capital expenditures improves the organization's ability to deliver healthcare services now and far into the future. It affects not only healthcare consumers but also the organization's staff and communities.

The specific benefits of this book to each functional level of responsibility are as follows:

- **For CEOs and senior management:** This book serves as a framework, defining the key components of the project delivery process, the expected outcomes, and the risks involved.
- **For board members:** This book is a guide to optimizing capital expenditures, from the strategic planning phase through the transition and occupancy phase.
- **For medical staff members:** This book details how physician and clinical staff input and perspec-

tives contribute to the improvement of healthcare delivery.

- **For the project delivery team:** This book identifies members' roles and responsibilities during the launch phase and explains how their involvement affects project implementation.
- **For employees:** This book defines the staff's role in identifying workflow improvements and operational efficiencies necessary to ensure that the completed facility improves the patient experience.
- **For all stakeholders involved in delivering a capital project:** This book explains the importance of the launch gap analysis, the first and most critical step in the successful delivery of capital projects, and introduces a new and innovative delivery approach known as integrated project delivery (IPD) that has the potential to radically improve the method of project delivery for all project delivery team members.

With guidance and planning, a healthcare owner can provide an outstanding facility designed to best meet the immediate and future healthcare needs of the community in a cost-effective and operationally efficient manner.