

## Integrated Project Delivery brings projects to life seamlessly

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Integrated Project Delivery (IPD) has come “front and center” as a topic at many of our local and national conventions. As this delivery method gains momentum across the country, the healthcare community is experiencing many benefits from the process. Owners, designers, and builders are uniting to become focused teams that are delivering projects with impressive results.

### *What IPD brings to your project*

IPD is a process based on partnership and collaboration. All members of the design and construction teams must embrace the idea of collaboration. Key aspects of IPD are upfront involvement of all team members, trust and mutual respect, a commitment to work as a team, and the belief in shared risk and reward.

“Mortenson & KJWW cultures have always been very team oriented and respectful of each profession’s knowledge so the IPD process is a very natural fit for our firms,” said Paul VanDuyne, president of KJWW.

“The more knowledge you can bring to the table early in the process truly improves the project’s efficiency,” said Greg Werner, vice president of Mortenson Construction. “We have always been a strong supporter of collaborative processes.”

IPD team members quickly experience how design options can be presented, discussed, and evaluated to keep the design process moving forward efficiently. The “evaluation process” involves presenting the design options for discussion. Costing is applied to plausible options, and a design is selected with a known budget impact. Design proceeds with budgetary parameters set so that a project’s design and budget are in lock step to meet the goals and vision of the owner and team.

Project meetings have representatives from each team, including major subcontractors, who participate in developing the project scope. Their commitment to the project results in all major stakeholders weighing in on the pros/cons of project items. They approach the issues as a team. The bottom line: goals and visions are met, there are fewer variables, and better cost estimates.

### *It’s about time*

The traditional approach to project design has inherent inefficiencies such as the time involved to make decisions and not having all the facts in order to make an informed decision. IPD emphasizes team results NOT individual goals/agendas. Each team member becomes part of a project team with the project as their single common interest.

With the improved communication that IPD offers, the project’s design, budget, and schedule react quickly to concerns regarding phasing, utility shutdowns/isolation, and infection control issues.

The IPD process uses “pull schedules” which start with the project’s end date and determining when “upstream activities” are needed versus starting with a beginning date and looking at task durations. The result: an opportunity to reduce the overall schedule, and reduce project cost.

### ***Technology***

With the technical advances in design and building like Building Information Modeling (BIM), the IPD process encourages sharing the virtual model with all team members. Major subcontractors are actively applying the BIM computer model to their engineering and shop fabrication methods. It is a big improvement over traditional delivery. The construction phase of a project can adapt to optimize solutions, integrate constructability issues into the design process and use every team member’s time more effectively.

IPD also has the potential to improve project efficiencies related to start up, commissioning, state & local inspections, and owner training. Since each team member is engaged in the process from day one, there are fewer opportunities for surprises that can adversely affect the project. The result: the owner has higher confidence in project schedules and fewer day one issues to address.

### ***Implementation***

IPD starts with the building owner. The owner must understand the benefits and mandate its use on the project. When considering project development, owners need to be open to allowing firms to be innovative. Look for teaming opportunities to get the best experience possible for a particular project.

The design and construction community needs to be prepared to present a solid & experienced team that is flexible enough to adapt to the IPD process. Designers and builders also need to promote its success to potential building owners and users.

Integrated Project Delivery is a process every hospital should consider when considering a construction project. Nurturing its opportunities will help all of us move forward with increased efficiency and better insight on how to be innovative in addressing the demands placed on projects.