



THE U.S.
HEALTHCARE PROJECT
DELIVERY CONFERENCE

JANUARY 24 - 25, 2019 • SAN DIEGO, CA

www.hcpdconference.com

AGENDA: THURSDAY, JANUARY 24, 2019

7:00 AM – 9:00 AM

Conference Check-In & Registration

Grand Hall

Morning coffee courtesy of our 2019 Co-Chair Sponsor:



9:00 AM – 9:10 AM

Conference Start: Welcome & Opening Remarks

Grand Ballroom D

Delegates are welcomed with an introduction to this year's conference, a program overview, and a thank you to our sponsors, speakers, and event partners.

9:10 AM – 9:30 AM

Building Connections Between Project Delivery Planning and Performance

Grand Ballroom D



Much of the Nation's healthcare infrastructure is aging and costly to maintain. In this era of tight budgets and thin margins, maintenance often competes with new investment, and project delivery decisions impact the health of patients and provider systems. In this opening session, Dale Bonner, former healthcare regulator and current chairman of a leading infrastructure developer, will discuss the national imperative to reduce whole-of-life costs and improve performance of healthcare facilities so that more resources can be allocated to direct patient care.

Presenter: Dale Bonner, Executive Chairman, Plenary Concessions

9:30 AM – 10:00 AM

A New Phase for Healthcare Project Delivery

Grand Ballroom D



James Pease, senior project manager with Facilities Planning and Development at Sutter Health, serves on the Core Group for the Lean Construction Institute's Northern California chapter. Sutter Health is currently using Integrated Project Delivery (IPD) for the construction of multiple healthcare projects in California. In his address Mr. Pease will share insights, lessons learned, an evaluation of new approaches to project delivery being taken by Sutter Health, and what he sees as emerging trends in the larger market.

Presenter: James Pease, Senior Project Manager, Sutter Health

10:00 AM – 10:30 AM

Innovative Approaches to Healthcare Project Delivery*Grand Ballroom D*

We welcome Altaf Stationwala, President and CEO of Mackenzie Health, to share the story of the Mackenzie Vaughan Hospital, a 1.2 million-square-foot health care center scheduled for occupancy in late 2020. This important new facility, to be delivered under a DBFM model, will consist of 367 beds and is one of the first North American hospitals to feature fully integrated “smart” technology with systems and medical devices that speak directly to one another to maximize information exchange. Mr. Stationwala will describe key considerations in the selection of the project’s

delivery model and share experiences and best practices that have been employed in the hospital’s development.

Presenter: Altaf Stationwala, President and CEO, Mackenzie Health

10:30 AM – 11:30 AM

Applying Alternative Delivery to Our Healthcare Challenges*Grand Ballroom D*

Healthcare facilities of all sizes, urban and rural, struggle today with operational and funding challenges that cannot be addressed solely with existing resources. Across the country small to mid-size systems are being forced to reappraise options and priorities. And while alternative delivery approaches have demonstrated value in expediting projects, providing technology access, and transferring risk; healthcare providers are only starting to appreciate the potential of these models. This session considers why and explores how innovations in project delivery, risk transfer, and partnerships fit into the context of our national healthcare challenges. Daniel Feitelberg with KPMG will moderate this discussion with industry experts on how alternative delivery models are being employed to help aging facilities systems with budgetary constraints and facility challenges.

Moderator

Daniel Feitelberg, Principal, KPMG

Presenters

Claudio Andreetta, Director, Business Development, Johnson Controls

Mike Marasco, CEO, Plenary Concessions

Chris Rick, Project Director, Alternative Financing and Procurement, PCL Construction

Altaf Stationwala, President and CEO, Mackenzie Health

11:30 AM – 11:45 AM

Networking Coffee Break*Expo Hall*

Sponsored by:



11:45 AM – 12:45 PM

Interactive Roundtable Discussions

Expo Hall

A series of interactive roundtable conversations on key project delivery topics. Each conversation will last approximately 20 minutes, allowing attendees to participate in 3 different discussions. Roundtable conversations are meant to be informal, candid exchanges where participants can ask their questions and concerns, share experiences, and network. Presenters will guide discussions by bringing up case studies, targeted issues, and topics impacting the current market landscape.

Roundtable session sponsored by:



GE Healthcare

Table 1: Asset Management Strategies for Deferred O&M

O&M is a mounting challenge faced by facility managers across the country, and many have stated that operations and maintenance services are one of the biggest reasons for considering alternative delivery. Today administrators are evaluating delivery model structures that include long-term operations and maintenance obligations to address their deferred maintenance challenges and realize better asset management oversight. This roundtable will discuss contracted deliverables that can keep facilities in good repair and improve operating efficiency.

Presenter

Claudio Andreetta, Director, Business Development, Johnson Controls

Table 2: Getting Practical and Preparing Your Capital Program for the Future

Infrastructure focused organizations, including those managing healthcare facilities, recognize that constraints on capital availability require a strategic approach to capital planning and project prioritization. Applying asset management concepts and strategies at the outset of prioritized projects can help to deliver long-term cost efficiencies, achieve the desired levels of service, and enable complex projects to deliver on their intended benefits and outcomes. We invite you to participate in this interactive discussion that provides practical insights for preparing your capital program and identifying prospective project delivery models. This roundtable is an opportunity to exchange ideas around strategic capital planning programs and their governance, prioritization for project developments, evaluation of project delivery models, and developing blueprints for successful project execution.

Presenter

Gareth Lifton, Managing Director, KPMG

Table 3: Don't Be Afraid to Talk About Your Project!

In Alternative Project Delivery (APD) delivery mechanisms where confidentiality and commercial matters are paramount to the overall success of the procurement process, clients are sometimes unsure of how much information to disclose to prospective proponents in the pre-procurement stage before Request for Qualifications are issued. And later in the procurement process, during the Request for Proposal (RFP) stage, clients are often counseled to strictly limit feedback on the design during the open competition period. But are these unnecessary restrictions that run the risk of not achieving the highest project success? One of the strongest reasons in favor of APD is to leverage the creativity of the market. But is the

process smothering the creative flame? Please join us to hear relevant feedback from a developer and an architect on how you can maintain the integrity of the competitive bidding process while maximizing opportunities for innovative design and financing.

Presenters

Tariq Amlani, Principal, Stantec

Angela Clayton, Group Head, Buildings Division, Plenary Group

Table 4: Healthcare Development in Small Towns and Rural Communities

Healthcare facilities in small towns and rural areas often face unique needs and challenges in planning and developing new projects. In this discussion we will examine how administrators in rural areas and smaller cities have been able to successfully overcome technical obstacles and resource constraints to bring critical healthcare projects in underserved communities to completion. Participants will learn how to develop strategies for development including specific steps to take advantage of best practices in procurement and project planning.

Presenter

Nicolle Griffin Wilkinson, Principal Project Director / Assistant Division Head, Arcadis & Los Angeles County Public Works

Table 5: Lessons Learned from Five Collaborative Big Rooms

What are the key factors to building an integrated and collaborative project team? We walk through five variations of project big rooms with co-located teams to find the common drivers that became the building blocks for the project's success. Working under different Owner contracts and delivery models, all five project teams were motivated to work together to build an integrated team that would work together in the same place. In this roundtable we discuss how each team accomplished this on each project.

Presenter

Jeff Russell, VP Healthcare, Rudolph and Sletten

Table 6: Top Seven Terms and Conditions in Design and Construction Agreements

Design and Construction Agreements are laden with terms and conditions that shift risks from one party to the other. Often, at least one party is not aware of the shifts or has not fully considered the potential consequences. The implications of these shifts can surprise even savvy healthcare project professionals if they are first identified during a dispute or as a result of an insurance claim. This round table will identify key deal points and discuss methods of appropriately allocating and mitigating risks associated with them.

Presenter

Chad Stoker, Associate, Winstead Attorneys

Table 7: Developing Your Project Checklist

Alternative delivery has great appeal to both owners and industry. But how do you get started, and what should you do to stay on the right track? Join our round-table discussion for a check-list of issues you should keep in mind as you embark. This roundtable conversation is designed to help both the owner and industry representatives define the issues they should bear in mind in starting a project and learn how to evaluate key risks in the first stages of a project. Take away some best practices and lessons-learned that can be integrated into your planning and procurement to make your future project a success.

Presenter

Kaveh Badiei, Partner, Ralls Gruber & Niece LLP

Table 8: Structuring and Financing Options in Today's Market

In this roundtable we review financing options that have been successfully used in delivering recent and noteworthy healthcare facility projects. In this review we will compare tax-exempt and taxable debt models, equity options, and other approaches that owners have taken for their projects. Our discussion will also include an evaluation of current market trends and common terms; as well as a look at today's market appetite for various financing structures.

Presenter

Charles Toto, Partner, Hawkins, Delafield & Wood LLP

Table 9: Leveraging Alternative Project Delivery to Achieve a Successful Operational Outcome

Project success is judged not only on how a new facility performs, but also on how users perform in the new facility. While Alternative Project Delivery (APD) brings innovation to the development of the facility, experience suggests that the incentive to innovate can drop off significantly upon award of the APD contract. Further, ensuring that facility requirements are met to their fullest takes significant team effort. Owners must play an active role here since achieving the desired operational outcome is a risk that remains with the healthcare organization. We will explore three strategies that owners have applied to play the APD "long game" to get the best facility outcome possible. The discussion will provide participants with practical ways to meet the challenges inherent in APD to maximize the potential to achieve facility and operational success.

Presenters

Donna Rothwell, Senior Principal, Stantec

John Wieser, Senior Principal, Stantec

Table 10: Integrating Operational Efficiencies and Lean Approaches for Your Next Project

Operational Efficiency, in essence, the ability to get more done with less resources, is critical to success in project delivery for healthcare. Speed to market is also part of the foundation for competitiveness in tomorrow's healthcare environment and one cannot ensure speed to market without the core foundation of operating the right resources at their maximum level of performance. In this roundtable we will share with participants what key methodologies can be implemented to increase the chances of both being efficient and reducing waste.

Presenter

Lisa A. Feeley, Vice President, Construction & Project Management, Transwestern

Table 11: The Design-Build Learning Curve

With a collaborative delivery inherently embedded in almost any alternative delivery approach, mastering the design-build learning curve is fundamental to successfully implementing projects. The roundtable looks closely at some of the more unique features of the design-build delivery model and common implementation issues.

Presenter

Tyler Fritz, VP of Building Systems, WSP

Table 12: Applying Asset Management, Life-Cycle Planning, and Sustainability Approaches

Infrastructure focused organizations including those managing healthcare facilities have discovered that applying asset management concepts and strategies at the outset of strategic capital investment projects

can deliver cost savings and business efficiencies and ensure that projects deliver their intended benefits and outcomes. Formally documenting responsibilities, life-cycle strategies, maintenance programs and policies, performance measures, and reporting requirements can help ensure that expectations are fully documented and aligned between all parties. If done at the outset, it can help ensure that expectations are aligned at the start and that projects are aligned with asset management practice. This discussion is an opportunity for participants to exchange ideas about potential approaches to apply these concepts to new projects, and how to develop balanced agreements that ensure common objectives are fully documented, reducing risks and uncertainties for all parties.

Presenter

Michael Cowen, Director, KPMG

Table 13: Healthcare Construction Costs and Market Factors

What do construction costs look like for outpatient and inpatient buildings in California in 2019? What are the market factors that will drive costs in 2019? We walk through the historical cost data ranges for outpatient and inpatient projects in California over the past 10 years, while providing a snapshot of current costs and trends and a brief update on current market forces driving pricing. Join us for this discussion on the best way to position a project to drive the best pricing from high quality subcontractors.

Presenter

Eric Lascurain, Sr. Preconstruction Executive, Rudolph and Sletten

Table 14: Lean IPD, How Does it Impact You?

The Integrated Project Delivery (IPD) Method is gaining traction across the country. The real question that many people are asking is: How does this impact me? This discussion will include a deep dive into the new language that is created around this project delivery method, details that differentiate the Integrated Form of Agreement (IFOA) from standard agreements, and how this project delivery method is reducing risk on projects of all sizes. We discuss here how this will set the new standard for how healthcare projects should be delivered.

Presenter

John Zachara, Vice President, Integrated Facilities Solutions, Inc.

Table 15: Entitlement Oversight – Shortening Schedules and Processing Times with 3 Best Practices

Hospitals and healthcare facilities are critical infrastructure for local communities, yet complicated environmental and entitlement burdens can drastically delay project delivery. Using recent examples from Southern California Kaiser Permanente facilities, this roundtable discussion with Kaiser delivery staff, environmental consulting and architecture teams, will provide discuss keys to expedite approval and delivery of new healthcare facilities.

Presenter

Shawn Shamlou, Principal, Dudek

Table 16: Planning Microgrid Projects

The facility microgrid market sector is quickly developing as owners have verifiable examples of successful installations in healthcare facilities of all sizes. Smart design of microgrids can contribute significantly to achieving key facility goals such as energy supply reliability and resiliency, source flexibility, cost-effective demand response and carbon footprint reduction. This roundtable provides an overview of the

basics of microgrid development starting from an aspiration, “microgrids sound cool” and systematically progressing to a functioning and profitable microgrid infrastructure that is profitable and scales with load changes while maintaining positive cash flow. Join us for a first principles look at the “what”, “where”, “when”, “why”, and “how” of microgrid stage-gate development.

Presenter

Suresh Jambunathan, CEO, Enwadev

12:45 PM – 1:45 PM

Networking Lunch

Expo Hall

Sponsored by:



1:45 PM – 2:15 PM

Lunch Keynote: Managing Risks and Optimizing Lifecycle Costs

Grand Ballroom D

Choosing among delivery methods for a large healthcare facility project is a complex task. While each delivery method offers advantages and tradeoffs when compared to traditional Design-Bid-Build, in certain cases the incentives and magnitude of the potential value proposition for owners must seriously be assessed. In this keynote Mike Marasco, CEO of Plenary Concessions, offers a framework of what an analysis should consider, and will speak to the risks and benefits of an alternative delivery model for complex healthcare projects.

Presenter

Mike Marasco, CEO, Plenary Concessions

2:15 PM – 3:00 PM

New, Smarter Models for Design and Construction – A Fireside Chat with Barb Collins and Heather Chalmers

Grand Ballroom D

Drawing upon her experience leading the design and development of North America’s most technologically advanced hospital, Barb Collins, CEO of Humber River Hospital, joins Heather Chalmers, President & CEO of GE Canada, for a wide ranging discussion that will explore the role of technology in creating a higher quality and more sustainable healthcare system.

Presenters

Barb Collins, CEO, Humber River Hospital

Heather Chalmers, President & CEO of GE Canada

3:00 PM – 3:15 PM

Networking Coffee Break*Expo Hall*

Sponsored by:

FENGATE

3:15 PM – 4:15 PM

Accelerating Environmental Review and Entitlements for Healthcare Projects*Grand Ballroom A*

Hospitals and healthcare facilities are critical infrastructure for local communities, yet complicated environmental and entitlement burdens can drastically delay project delivery. This panel will discuss what environmental and entitlement obstacles hospitals are facing and how local agencies are approaching entitlement applications, as well as present innovative solutions to these issues and constraints. Case studies from recently completed healthcare projects in San Diego, Los Angeles, and Riverside Counties will cover topics including each project's spillover effects on the community (traffic, emergency sirens, and emergency helicopters, etc.) and how impacts on local communities and neighbors are mitigated, especially with the shift in hospital focus to more outpatient care. Case studies for recent successfully completed projects in San Diego and Southern California will be described. In particular, compliance with the California Environmental Quality Act (CEQA) will be described, including recommendations to streamline document preparation and approval through local jurisdictions. The importance of outreach strategy with lead agencies and stakeholders will also be discussed. Details provided from these case studies will be useful to other health care delivery professionals for use in upcoming procurements and RFPs.

Moderator

Shawn Shamlou, Principal, Dudek

Panel

Tom Chessum, FAIA, Principal, CO Architects

Skyler Denniston, Land Use Manager, Kaiser Permanente

Niral Desai, Sr. Project Manager, Kaiser Permanente

Joe Stasney, National Director for Hospital Design and Construction, Kaiser Permanente

3:15 PM – 4:15 PM

Managed Equipment Services - Partnerships to Help Manage the Proliferation of Technology in Hospitals*Grand Ballroom B*

Managed Equipment Services (MES) is a specialized partnership between health systems and external equipment and services vendors supplying the healthcare industry. Created more than 20 years ago to significantly reduce healthcare costs in Britain, MES is a tried and true procurement platform with more than 60 contracts successfully operating globally. MES has now migrated to North America, with more than a dozen operating contracts in the U.S. and Canada reducing capital and operating costs by as much as 25% on average.

Recent independent research concludes that MES has emerged as one of the “most effective solutions” for health system procurement in modern times and that demand for MES product will rise significantly

in the U.S. during the next decade. Join us to hear various perspectives on the MES model from owners and industry providers alike.

Moderator

Sam Slutsky, Founder and CEO, The Lonsdale Health Group

Panel

Grant White, Founder and CEO, Americore Health

Ted Dunham, VP & GM, GE Healthcare

Fawn Staerkel, Healthcare Market Director, Johnson Controls

3:15 PM – 4:15 PM

When Nature Attacks How Should We React? Building Resiliency and Disaster Preparedness

Grand Ballroom D

Healthcare facilities have a central role in a community's resilience and ability to respond and resume services after major natural disasters. However climate change today is introducing complex hazards that challenge traditional assumptions for building capabilities, needs, redundancies, and ability to respond in times of disaster. Should recent high-profile fire and flooding events in California, Texas, and along the East Coast usher in a new age of new building design and construction thresholds for climate-resilient facilities? In this session we will hear about the experiences of three facilities recently impacted by extreme weather events, and how we can design and plan healthcare buildings to be flexible in the face of environmental uncertainty. Panelists will share how their organizations are reevaluating risks and planning in the face of extreme weather possibilities. And we will review recent and upcoming projects that integrate sustainable communications, energy, water and waste infrastructure to a standard of climate resilience to withstand events over the anticipated life of the structure.

As part of this discussion we will consider the examples of hospitals in Texas rebuilding after Tropical Storm Allison (2001), Hurricane Ike (2008), and Hurricane Harvey (2017) including the University of Texas MD Anderson Cancer Center, UT Health Houston, UT Medical Branch Galveston, and the example of Mercy Hospital Joplin, Missouri, formerly known as St. John's Regional Medical Center, which became famous for suffering devastating damage in the 2011 Joplin tornado.

Moderator

Michelle Rieger, Shareholder; Chair, Construction Practice Group; Winstead PC

Panel

Michael Braund, SE, Principal, Degenkolb Engineers

Phil Dendy, Chief Compliance and Risk Officer, University of Texas System

Norman Morgan, AIA, Principal, Regional Director of HKS Health

Patrick Otellini, Project Manager, Swinerton

4:30 PM – 5:30 PM

Delivering Mental Health Facilities

Grand Ballroom A

Mental health facility design is a critical component of patient care. The design of mental health facilities affects how services are provided and the efficiency with which care is delivered. Equally, if not more important, than its direct functional impact, however, is the psychological impact mental health facility design has on its users. Facility design impacts the beliefs, expectations, and perceptions patients have

about themselves, the staff who care for them, the services they receive, and the larger health care system in which those services are provided. Moreover, facility design can also have a significant impact on the beliefs, attitudes, and behaviors of staff and on how staff identify and interact with patients and the environment. In this session we look at recent examples of projects delivered, and discuss noteworthy technical architectural and engineering specifications. Join us for this discussion which emphasizes principles and strategies for building state-of-the-art, recovery-oriented environments for mental health settings.

Moderator

Korin Crawford, Executive Vice President, Griffin | Swinerton

Panel

Ena Kenny, Senior Interior Designer, Stantec

Marshall Moncrief, Executive Director, Institute for Mental Health & Wellness, Providence St. Joseph

Pedro Narbaitz, Facility General Manager, Royal Ottawa Mental Health Centre

4:30 PM – 5:30 PM

Innovative Ways to Avoid Construction Disputes – DRBs and Their Application

Grand Ballroom B

Disputes and claims have been a part of construction projects for many years and oftentimes drag out well after the completion of the project, tying up valuable resources and adding costs. Actively managing the dispute or claim or, even better yet, helping avoid the claim or dispute entirely, saves time and money for all the parties involved. By having a DRB start at the beginning of a project, the DRB can often help involved parties avoid a dispute by being proactive with the parties in getting issues settled and avoiding a dispute altogether. This session provides an overview of the DRB process and how it can help avoid disputes or get them settled in a timely and efficient manner.

4:30 PM – 5:30 PM

Progressive Design-Build Delivery: A Better Way to Achieve Predictable Project Outcomes

Grand Ballroom D

In progressive design-build, the design-builder is selected primarily (if not exclusively) based on qualifications and is brought on as part of the owners' team at a very early stage of the design. The design-builder will either assist the owner in developing the design concept or advance the design from what the owner already has developed through its own personnel or an independent design professional. There are several reasons that an owner would choose to use a PDB process vs. the typical two-phase best value process and there have been many advances to the delivery method recently. Enabling owners to get the benefits of having the design-builder introduced to the project at the earliest possible point is merely the tip of the iceberg. Allowing the design-builder to use its expertise to influence the design development process and avoid the time and expense associated with having another designer create the design baseline and then "hand-off" the design to the design-builder after the completion of the procurement process. Another important benefit of PDB is that the owner can achieve a high degree of construction cost certainty as the design is being developed.

Sophisticated owners have been working on ways to develop and perfect the PDB method and along with others have developed advances related to the delivery's nuances. In this discussion attendees will learn more about these advances of how teams have been able to successfully use this method to deliver multi-billion dollar capital programs. Additionally, the discussion will outline trends along with a more

advanced deep-dive into the delivery and its complexities, advances and benefits.

Presenters

J. Brandon Dekker, Principal, gkkworks | CannonDesign

David Hunt, Principal, gkkworks | CannonDesign

Eric Smith, Associate Vice Chancellor of Capital Program, UCSD

5:30 PM – 7:00 PM

Opening Night Welcome Reception

Expo Hall

Join us for this special evening networking receptions for all attendees. Enjoy drinks and light fare while meeting with exhibitors, speakers, and conference delegates.

Sponsored by:



AGENDA: FRIDAY, JANUARY 25, 2019

7:00 AM – 8:00 AM

Networking Breakfast

Expo Hall

Sponsored by:



8:00 AM – 9:00 AM

Making the Right Decisions Early On

Grand Ballroom A

While alternative delivery is not necessarily appropriate for all types of healthcare facility projects, how can sponsors meaningfully evaluate the relevance and suitability of different delivery models in the context of individual projects? We address the importance of upfront scrutiny of project objectives, scale, complexity, capital intensity and revenue risk, as it relates to construction of the physical plant. We will review some of the key characteristics that determine the extent to which a deal structure can deliver additional value, based on analyzing and assessing project budgets and investment objectives; documents and agreements; permits and required approvals; project schedules; development team members and bidding and subcontractor selections.

Presenter

Akram A. Atallah, Director of Operations, SBI Consultants, Inc.

8:00 AM – 9:00 AM

Thinking Small – IPDs for \$10 Million or Less

Grand Ballroom B

While it's common to hear about mega-projects and their use of Integrated Project Delivery, the reality is that small projects make up a majority of the project landscape across the country. This presentation looks at a large healthcare system located in Chicago and its first two IPD projects utilizing an Integrated Form of Agreement. We will examine the first agreement of its type to be used for a healthcare project in the Chicago area: an integrated Form of Agreement signed by the Owner, Architect, Mechanical Engineer, Electrical Engineer, and General Contractor (which also included subcontractors that shared in the risk/reward pool).

In this session we will review the unique challenges in implementing the ILPD tools from large scale jobs to the \$10M and less scale for a new ground-up building and an interior hospital renovation. With a specific focus to be made on key decisions at the project's outset that were instrumental to 1) significant project cost reduction and 2) how the original construction schedule set at 11 months from ground-breaking was completed in 9 months, 2 months early and in line with the project goal of substantial completion and occupancy.

Presenter

John Zachara, Vice President, Integrated Facilities Solutions, Inc.

8:00 AM – 9:00 AM

What Does a Successful Project Look Like Today? Understanding Different Project Delivery Approaches

Grand Ballroom D

Healthcare providers must improve efficiency, accuracy, and quality while reducing cost. And capital expenditures and projects must follow suit. Four widely accepted processes for delivering large capital projects for healthcare systems hailed for improving quality while reducing cost will be the topic of this panel conversation. What are the advantages and disadvantages to each? Are we confusing results with different processes? Is credit for successful outcomes being attributed incorrectly to a new “buzz word”?

The panel will discuss the central value propositions to each methodology – P3, IPD, D/B and Lean to help attendees understand the merits to each and how it could be applied to attendees’ future efforts. We will explore the advantages and potential risk of each methodology. In addition, factors or barriers to successful outcomes such as contracting structure and team behaviors will be addressed. Misunderstandings will be clarified about use of applications such as the difference between a Lean construction process and a Lean Programming process. Each member of the panel is an expert having implemented each methodology its results and effectiveness.

Moderator

Scott Reed, Principal, Stantec

Panel

Randy Leopold, Architect, Senior Director of Project Management, UC San Diego Capital Program Management

Barbara Wagner, Senior Vice President, Clark Construction Group

Tariq Amlani, P.Eng., Principal, Stantec

9:15 AM – 10:15 AM

Integrated Approaches to Building A Public Facility Microgrid

Grand Ballroom A

Microgrids offer owners and managers an innovative and reliable solution to meet their essential, yet non-core “Utility Grid” needs, i.e. Energy (electric, thermal) plus Water Treatment & Distribution plus Wastewater Collection & Treatment. This extended presentation starts from first principles (what is a microgrid, components and configurations such as renewable and clean energy sources, energy storage systems (electric and thermal), delivery mechanism for power, thermal energy (steam, hot water, chilled water, even hot gas) and resiliency considerations. We’ll then pivot to the principles of microgrid development including, but not limited to rapid concept ideation, rapid Economic analysis (CapEx, OpEx, cash flow analysis), risk identification and mitigations, contract development etc. We will also cover key FEL stage-gates from business assessment, through engineering through construction to Operations & Maintenance. An underlying objective is helping owners install microgrids quickly without or at least minimally impacting facility budgets and everyday operations. A review of lessons learned from the feasibility and design process through construction, startup and testing will be included in addition to the regulatory aspects to consider in a tactical implementation.

Presenter

Suresh Jambunathan, CEO, Enwadev

9:15 AM – 10:15 AM

A Closer Look – The Yuma Regional Medical Center*Grand Ballroom B*

Representatives from Yuma Regional, Archsol, and McCarthy join us to share the history of this unique project in Yuma, Arizona. In this discussion our speakers will provide stories and lessons learned during the planning, design, and development stages of the medical center. The objective of this session is to help provide a working framework for owners evaluating prospective rural projects. Panelists will provide deeper dives into their and their firms' and agency's roles and answer questions primarily related, but not limited to:

- Collaboration with city building officials
- Using effective communication (disruption notices, etc.)
- Keeping an operating hospital operating during construction
- Lean process improvements
- Make-ready phasing
- CMAR/IPD-ish delivery
- Adding scope without schedule impact

Moderator

Nicolle Griffin Wilkinson, Principal Project Director / Assistant Division Head, Arcadis & Los Angeles County Public Works

Panel

Justin Farren, Vice President of Ambulatory Operations, Yuma Regional Medical Center

Alex Laky, Principal, Archsol

Lindsay Johnson, Project Manager, McCarthy Building Companies

9:15 AM – 10:15 AM

Achieving Greater Value; Infrastructure-as-a-Service*Grand Ballroom D*

Healthcare organizations are currently challenged with building new infrastructure and modernizing existing assets while creating appropriate risk transfer scenarios to manage deferred maintenance, rising operating costs and carbon footprint targets. By utilizing alternative delivery models, healthcare organizations are able to focus on their core mission while transferring the risk of cost overruns to a partner better suited to hold and mitigate that risk.

These models allow healthcare organizations to select the level of risk most suitable to their needs while managing and developing infrastructure with a provider that may be better equipped to execute the project. This could ensure both new and existing healthcare facilities are able to sustain efficiency, reliability and affordability in the long term while allowing owners to reinvest in patient care, creating an environment for more effective, modernized facilities managed by a partner with the tools and capabilities to deliver better budgetary and operating outcomes with less overall risk.

This session will focus on how healthcare organizations can approach project delivery in a manner that provides options regarding levels risk transfer to better manage budgets and outcomes. Panelists include representatives from healthcare organizations and service providers experienced in the practice of delivering better healthcare infrastructure through alternative delivery models.

Presenters

Barb Collins, CEO of Humber River Hospital

Rick Norling, former CEO of Fairview Health

John Fleming, Vice President & General Manager, P3, Johnson Controls

10:15 AM – 10:45 AM

Networking Coffee Break

Expo Hall

Sponsored by:



10:45 AM – 11:45 AM

Understanding Third Party Investor Capital Options for System and Physical Practices

Grand Ballroom A

Capital constraints and other issues have made third-party partnerships more important than ever. In an era when most hospital systems are trying to conserve revenue, invest in patient care, stretch dollars, deal with compliance, and improve access to technology, it is becoming increasingly important for consider relationships with third-party capital partners, including those that invest in healthcare real estate (HRE) facilities to stay competitive. Health systems do not necessarily have to sell all – or even a large portion – of their non-core assets to take advantage of what third-party capital partners can provide. Systems can turn to third-party capital providers in a more limited way to sell specific assets to receive an infusion of capital, or right-size their portfolios of owned and leased properties. Providers can also selectively receive capital from, or form joint venture (JV) partnerships with, third parties to develop new outpatient projects, or to borrow capital to invest into service lines with strong returns instead of going to the capital markets.

This session is a panel discussion regarding the use by healthcare providers, both system and physician practices, for the use of third-party investor capital. Panelists will include large and small system representatives, capital providers, and healthcare real estate advisors. Subtopics will include (i) the current market trends and what are key property attributes to attract third party capital, (ii) the anticipated volume in the industry, and (iii) forecast on where experts would find the capital markets in 2019 and beyond.

Moderator

Steve Leathers, Managing Director, JLL

Panel

Ross Caulum, Trinity Health, Provider

Jay Gangwal, Principal, IRA Capital, Healthcare RE Investor

Jake Rohe, Principal, PMB Real Estate, Developer

Andrew Saba, Head of Asset Management-Medical Office Real Estate, Stockdale Capital Partners

Gregg Zoll, VP Facilities Management & Development, Sharp HealthCare

10:45 AM – 11:45 AM

Applying Design-Build Best Practices to Healthcare Project Delivery

Grand Ballroom B

In this session we will discuss the intersection of current design-build practices and how they should be adapted for healthcare projects. With a collaborative delivery inherently embedded in almost any alternative delivery approach, mastering the design-build learning curve is fundamental to successfully implementing projects. The panel will focus on identifying key issues and risk transfer considerations unique to design-build delivery followed by an interactive discussion addressing key implementation issues. For example: what are the preparation steps needed for an to implement a project without prior hands-on design-build experience? How does the fixed price design-build approach translate to a procurement, particularly in relation to prescriptive- versus performance-based requirements? Is there a progressive design-build option within the DB framework? How does the risk transfer and securitization of existing DBO models compare to traditional delivery? And how can commissioning approaches and acceptance metrics for design-build and DBO projects be applied in today's environment?

Moderator

Kaveh Badiei, Partner, Ralls Gruber & Niece LLP

Presenters

Greg Chauhan, Senior Vice President, WEBCOR Builders

Sarah Kuchera, Managing Director, WSP

10:45 AM – 11:45 AM

Construction Cost Confidence with Quantity Based Project Delivery

Grand Ballroom D

In this session panelists will discuss how to increase the accuracy of early budgets, reduce contingencies and enhance subcontractor pricing competition. Join us to learn how you can leverage historical data to predict accurate material quantities and labor production rates early in the project budget development phase. The team will also walk through a technical presentation of its experience working with Kaiser Permanente's pioneering efforts to standardize its project delivery using quantity-based unit pricing for project budgeting, estimating, subcontract buy-out, billing and cost projecting.

Moderator

Jeff Russell, VP Healthcare, Rudolph and Sletten

Panel

Joe Stasney, National Director for Hospital Design and Construction, Kaiser Permanente

Eric Lascurain, Sr. Preconstruction Executive, Rudolph and Sletten

Gary Brett, VP Construction Cost Services Healthcare, Cummings

Lynn Hoopingarner, President, Profitable Solutions Inc.

11:45 AM – 1:00 PM

Networking Lunch

Expo Hall

Sponsored by:

FENGATE

1:00 PM – 2:00 PM

The Fundamentals of Preparing a Procurement

Grand Ballroom D

No question is too simple when starting out. This session explores best practices and new approaches to procurement in the context of planning new projects, and will consider how owners can most effectively structure risk transfer in design and construction costs, operational and maintenance challenges, and factors that can impact value for money analysis. What are the key issues you should make sure you address when procuring your next project? Hear from this panel of advisors and industry leaders with hands-on experience who will share procurement Best Practices and Lesson Learned. This objective of this panel is to provide guidance on how to navigate the procurement process and identify actions you can take to anticipate issues and achieve resolution so that your next procurement will be successful. Join us for this discussion as we review consider cost estimating, internal resources and decision-making frameworks, procurement schedule development, and project management.

Moderator

Liam Kelly, Managing Director, KPMG

Panel

Lisa A. Feeley, Vice President, Construction & Project Management, Transwestern

Joey Kragelund, Sr. Healthcare Leader, HKS

Andrea McLean, Vice President, Business Development, Fengate

Mike Zorich, National Healthcare Leader, IMEG Engineering

1:00 PM – 2:00 PM

Energy Strategies and Contract Structures

Grand Ballroom B

Each year hospitals are challenged to provide more services with fewer resources. In order for core responsibilities to be fulfilled, energy utilities – electricity, heating, cooling – must function, flawlessly, at any cost, and especially in disasters. Partnering with an energy expert enables a hospital to focus its scarce human and financial capital towards its core mission, while offloading the performance risk and maintenance responsibilities inherent in operating energy assets. Moreover, an energy expert can be a vital partner in supporting growth, and can leverage emerging technologies to create efficiencies. This presentation will discuss the contracting structures that can be used, and the example of a first-class microgrid serving the University Medical Center of Princeton at Plainsboro where the microgrid fully supplies 100% of the hospital's electricity, steam, and chilled water needs.

Presenter

Alan Cordova, Business Development Manager, Clearway Energy

1:00 PM – 2:00 PM

Planning for Disruptive Healthcare Technologies

Grand Ballroom A

Healthcare facility administrators face growing challenges in terms of properly planning for technologies in a market that might stand to disrupt in fundamental ways capacity and usage. What possible opportunities might arise from the disruptive possibilities of new technologies and services? While we are at an early state for many of these new technological forces, we are at a point where there appears to be sufficient data to make some analytical judgments. This presentation will seek to provide a framework for analysts to make relative judgments of risk for future projects and discuss the role of project delivery in the context of technological change.

2:15 PM – 3:00 PM

Project Delivery Q&A Discussion Session: What are the Next Steps? Where to Go from Here?

Grand Ballroom D

Join industry leaders for an interactive conversation specifically tailored to audience questions and answers about subjects raised during the conference. Attendees will have the opportunity to submit questions in advance and also join in the discussion of the benefits, values, and applications of alternative project delivery approaches in an open dialogue.

Schedule-at-a-Glance

THURSDAY, JANUARY 24

7:00 AM – 9:00 AM	Registration, Coffee, Check-In, and Exhibitor Set-Up <i>Grand Ballroom Foyer</i> Sponsored by: Johnson Controls		
9:00 AM – 10:30 AM	Conference Welcome & Opening Presentations <i>Grand Ballroom D</i>		
10:30 AM – 11:30 AM	Applying Alternative Delivery to Our Healthcare Challenges <i>Grand Ballroom D</i>		
11:30 AM – 11:45 AM	Morning Networking Coffee Break <i>Expo Hall</i> Sponsored by: KPMG PlanGrid		
11:45 AM – 12:45 PM	Interactive Roundtable Discussions Sponsored by: GE Healthcare		
12:45 PM – 1:45 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Plenary		
1:45 PM – 2:15 PM	Lunch Keynote: Managing Risks and Optimizing Lifecycle Costs <i>Grand Ballroom D</i>		
2:15 PM – 3:00 PM	New, Smarter Models for Design and Construction – A Fireside Chat with Barb Collins and Heather Chalmers <i>Grand Ballroom D</i>		
3:00 PM – 3:15 PM	Afternoon Coffee Break <i>Expo Hall</i> Sponsored by: Fengate Winstead PC		
	Grand Ballroom A	Grand Ballroom B	Grand Ballroom D
3:15 PM – 4:15 PM	Accelerating Environmental Review and Entitlements for Healthcare Projects	Managed Equipment Services - Partnerships to Help Manage the Proliferation of Technology in Hospitals	When Nature Attacks How Should We React? Building Resiliency and Disaster Preparedness
4:30 PM – 5:30 PM	Delivering Mental Health Facilities	Innovative Ways to Avoid Construction Disputes – DRBs and Their Application	Progressive Design-Build Delivery: A Better Way to Achieve Predictable Project Outcomes
5:30 PM – 7:00 PM	Welcome Reception <i>Expo Hall</i> Sponsored by: KPMG PlanGrid Rudolph and Sletten Winstead PC		

Schedule-at-a-Glance

FRIDAY, JANUARY 25

7:00 AM - 8:00 AM	Conference Networking Breakfast <i>Expo Hall</i> Sponsored by: Johnson Controls		
	Grand Ballroom A	Grand Ballroom B	Grand Ballroom D
8:00 AM - 9:00 AM	Making the Right Decisions Early On	Thinking Small -IPDs for \$10 Million or Less	What Does a Successful Project Look Like Today?
9:15 AM - 10:15 AM	Integrated Approaches to Building a Microgrid	A Closer Look - The Yuma Regional Medical Center	Achieving Greater Value; Infrastructure-as-a-Service
10:15 AM - 10:45 AM	Networking and Coffee Break <i>Expo Hall</i> Sponsored by: Rudolph and Sletten Stantec		
	Grand Ballroom A	Grand Ballroom B	Grand Ballroom D
10:45 AM - 11:45 AM	Understanding Third Party Investor Capital Options	Applying Design-Build Best Practices	Construction Cost Confidence with Quantity Based Project Delivery
11:45 AM - 1:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Fengate		
	Grand Ballroom A	Grand Ballroom B	Grand Ballroom D
1:00 PM - 2:00 PM	Planning for Disruptive Healthcare Technologies	Energy Strategies and Contract Structures	The Fundamentals of Preparing a Procurement
2:15 PM - 3:00 PM	Q&A Discussion Session: What are the Next Steps? Where to Go from Here? <i>Grand Ballroom D</i>		
3:00 PM	Conference Ends Exhibitor Breakdown		

