

A Remedy for Cost and Time Challenges

Healthcare Construction & Renovation Case Stories



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Facility managers know well that ERs aren't the only place emergencies occur in a medical environment. Faced with endless technology updates, difficult schedules, budgets and workloads, more and more hospital systems and healthcare facilities across the U.S. have learned to rely on Gordian's Job Order Contracting solutions for tackling their facility repair, alteration and minor construction needs. Our Job Order Contracting solutions help facility and infrastructure owners save time and effort while avoiding disputes and project delays. Facility owners estimate a 24% administrative cost savings when using Job Order Contracting. Gordian's success is the result of our experience, invention, investments and determination to follow best practices. We have developed a wealth of related data, software and expertise unmatched in the industry.

Our Job Order Contracting solutions enable facility managers to complete large numbers of construction projects with a single, competitively-bid contract based on a set of customized, pre-priced construction tasks, including items critical to hospital and health care procedures, such as Infection Control Risk Assessment and Life Safety issues. Job Order Contracting eliminates the time, expense and administrative burden of completing the normal design-bid-construct cycle for each project and delivers quality construction faster and more cost effectively with complete transparency. No more coping with construction delays, frustrated project managers and upset doctors and patients. Instead, use Job Order Contracting and get repair and alteration projects finished before conditions worsen.



New York City Health + Hospitals Uses Gordian Job Order Contracting to Accelerate Construction Projects

The New York City Health + Hospitals (H+H) is the largest municipal healthcare system in the U.S., serving 1.4 million patients in public hospitals and clinics in New York City. Every year, H+H facilities provide about 225,000 admissions, one million ER visits and five million clinic visits.

H+H sought a streamlined solution to procure straightforward construction, demolition and renovation work at its healthcare facilities—many of which are older buildings—and found a solution in Job Order Contracting to meet its needs while satisfying laws and regulations.

H+H recently executed a Project Labor Agreement (PLA) with the Building and Construction Trades Council of Greater New York and its Job Order Contracting program is subject to the PLA. Through its Gordian Job Order Contracting solution, the H+H program includes contracts for general construction, HVAC, plumbing, electrical and hazardous materials abatement. With an increased need for paving repairs and roof replacements, the H+H program includes specialty contracts for both paving and roofing.



Engagement

- June 2010-present
- More than \$59 million in completed projects

Results

- Expanded Gordian Job Order Contracting solution services to Construction Management services
- Expedited construction procurement process allows for more projects to be completed

About Gordian

Gordian is a pioneer of Job Order Contracting and leader in construction data, software and services for the construction lifecycle. From planning to procurement to maintenance and operations, Gordian's expanding portfolio of solutions includes the RSMeans data products and services, as well as the Sightlines facility benchmarking and analysis solutions. Gordian's specialized engineers, software and proprietary data solve the construction planning, construction and management needs of organizations focused on building construction, building products manufacturing, education, healthcare, retail, insurance, legal and government.

Completed Projects

- Clinic renovations
- Renovations of patient rooms
- Upgrades to HVAC
- Replacements of cooling towers on roofs
- Upgrades to electrical for energy efficiency
- Bathroom renovations
- Abatement of asbestos and mold
- Façade restorations



Santa Clara Valley Health & Hospital System Achieves High Quality Work with Job Order Contracting

Santa Clara Valley Health & Hospital System (SCVHHS) is dedicated to the health and well-being of all communities in Santa Clara, California, and provides high-quality, specialized treatment for emergency medical care, trauma, burns and rehabilitation from severe injuries. SCVHHS is comprised of five departments: Santa Clara Valley Medical Center, Ambulatory and Community Health Services, Mental Health Department, Department of Drug & Alcohol Services and Public Health Department.

The health system required an efficient procurement process that would minimize hospital care interruptions while finding contractors qualified to work in the healthcare environment. Gordian Job Order Contracting satisfied its need for effective and high quality repair, maintenance and renovation. Since May 2006, SCVHHS has completed more than \$53 million in job orders with Gordian's solutions.

Engagement

- May 2006-present
- More than \$53 million in completed projects

Results

- Achieved faster project completion times to avoid service disruptions and potential revenue-earning capabilities
- Delivered updated Construction Task Catalogs® to reflect new requirements and continuously changing technologies
- Ensured use of qualified contractors who can handle risks specific to the healthcare environment, including interim life safety measures and infection control risks

Completed Projects

- Repairs and upgrades of HVAC
- Maintenance of hospital operating room
- Upgrades to energy plant, including boiler low NOx conversion and NPC4 upgrade
- Conversion of exam rooms
- Installation of patient lift
- Installation of pneumatic tube
- Renovation of medical records room
- Remodel of pharmacy
- Replacement of CT

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Natividad Medical Center Controls Costs with Gordian Job Order Contracting

Publicly funded safety net hospitals are often the only provider of care for a community's indigent residents. For more than 129 years Natividad Medical Center in Monterey County, California has shouldered this responsibility, but not only provides basic medical care to its community, but a full spectrum of specialty and critical care. The medical center is also a Level II Trauma Center treating major critical medical emergencies, as well as being home to one of the most recognized family medicine residency programs in the world.

Performing these critical functions for a community requires the medical center keep a focus on all areas of operations, including managing the balance of required people and resources to provide this level of care and continuously maintaining the facilities to sustain these services. Natividad Medical Center operates a medical staff of over 300 physicians in its 172-bed acute care hospital, and has multiple specialty and primary care clinics operated by the Monterey County Health Department.

The increasing demand for construction and maintenance of facilities led the medical center to seek the best methods for planning, estimating, procuring and managing these processes. Implementing Gordian's Job Order Contracting solution, including data, software and on-site services, ensures the medical center staff can focus on delivering care to their community while controlling costs, standardizing processes and developing and adhering to benchmarks to measure ongoing consistency.

Engagement

- 2013–present
- More than \$8 million in completed construction, maintenance and repair projects
- Job Order Contracting data and software
- On-site management of Job Order Contracting program, processes and projects

Results

- Improved efficiency of procurement process
- Realized cost control through standardized procurement and construction process
- Implemented project management standards
- Established project auditing process
- Developed cost benchmark measurements

Completed Projects

- Renovation of waiting rooms
- Upgrade and installation of HVAC
- Modernization of birth suites
- Refresh of Neonatal ICU
- Refresh of Acute Rehabilitation Center
- Enhancements of security
- Improvements to helipad

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Harris Health System Accelerates Construction Timeframes with Gordian Job Order Contracting

Harris Health System is a fully-integrated, public healthcare system providing care to all residents of Harris County, Texas. It is the first accredited healthcare institution in the County to be designated by the National Committee for Quality Assurance as a Patient-Centered Medical Home for meeting or exceeding stringent criteria for patient safety and quality. The system includes 19 community health centers, six same day clinics, five school-based clinics, dental and dialysis centers, mobile health units, a rehabilitation and specialty hospital and two full-service hospitals. Harris Health is a teaching system for Baylor College of Medicine and The University of Texas Health Science Center at Houston, training the next generation of healthcare providers on the latest medical procedures and technological breakthroughs.

Harris Health had experience with another Job Order Contracting system that included a generic and broad unit price book that lacked precise line items for the type of medical work the hospitals needed to accomplish. Harris Health sought a more detailed and precise Job Order Contracting program that would expedite the construction process and manage repair and renovation costs.



Engagement

- November 2011-present
- More than \$15 million in completed projects

Results

- Accelerated construction schedule resulted in projects completed more quickly
- Controlled costs through pre-established unit prices in the customized Construction Task Catalog®
- Ensured hiring of pre-qualified contractors
- Delivered project management on repair and alteration projects

Completed Projects

- Renovation of pediatric and adolescent health center
- Abatement of moisture
- Repairs to Sareen Clinic at India House
- Replacement of roof
- Repairs to basement
- Renovation of infant treatment room
- Renovation of dental clinic
- Enhancements to secure entrances
- Renovation of medical offices
- Upgrades to X-ray equipment

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Jackson Health System Controls Costs and Quality While Reducing Project Timelines

Jackson Health System is a nonprofit academic medical system in Florida offering world-class care to anyone who walks through its doors. Because they are governed by the Public Health Trust, a dedicated team of citizen volunteers acting on behalf of the Miami-Dade Board of County Commissioners, the system has the ongoing responsibility of managing and reporting the use of public funds to support its operations.

With six hospitals and a growing network of primary care clinics, specialty care programs, urgent care centers, behavioral health facilities, skilled nursing facilities, and a corrections health service, the requirements were growing considerably to support not only the maintenance and repair of facilities, but also additional construction to both update and expand existing buildings in multiple locations.

As controlling costs, minimizing construction time and gaining transparency of expenses became increasingly challenging, the health system sought solutions to support their growing operations.



Jackson Health System has completed more than \$55 million in construction projects using Gordian Job Order Contracting while managing costs and reducing project timelines and completing more projects. The data and software ensure skilled contractors are hired and quality results, as well as the ability to audit costs and provide reports validating the responsible use of public funds to both the public health trust and the county.

Engagement

- 2008–present
- More than \$55 million in completed projects

Results

- Decreased time to construction, resulting in completing more projects
- Controlled costs through standardized process and fixed pricing
- Achieved transparency in costs, supporting auditing and reporting requirements
- Ensure hiring of quality contractors, including Community Small Business Enterprise certified companies

Completed Projects

- Expansion of cardiac cath lab
- Renovation of oncology infusion lab
- Renovation of trauma center
- Replacement of roofs
- Renovation of patient care facilities
- Upgrades to HVAC and electrical equipment
- Abatement of asbestos

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University of California at San Francisco Medical Center Optimizes Construction Time with Job Order Contracting

Recognized throughout the world for innovative patient care, advanced technology and pioneering research, University of California at San Francisco (UCSF) Medical Center generates about 770,000 patient visits to clinics and 38,000 hospital admissions per year. According to an annual survey by U.S. News & World Report, UCSF Medical Center is one of the nation's top 10 hospitals. It is located on one of the 10 campuses of the University of California.

UCSF Medical Center sought a solution to help reduce construction procurement time for repair, renovation and maintenance projects, as well as improve the internal processes and administrative burden related to procurement. With no prior experience working with Job Order Contracting, UCSF Medical Center turned to Gordian's comprehensive Job Order Contracting solutions to fulfill their needs. To date, more than \$17 million in construction projects has been completed using Gordian Job Order Contracting.

US News Best Hospitals 2015-2016

- 1 Massachusetts General Hospital (Boston)
- 2 Mayo Clinic (Rochester, Minn.)
- 3 (tie) Johns Hopkins Hospital (Baltimore)
- 3 (tie) UCLA Medical Center (Los Angeles)
- 5 Cleveland Clinic (Cleveland)
- 6 Brigham and Women's Hospital (Boston)
- 7 New York-Presbyterian University Hospital of Columbia and Cornell (New York)
- 8 UCSF Medical Center (San Francisco)
- 9 Hospitals of the University of Pennsylvania-Penn Presbyterian (Philadelphia)
- 10 Barnes-Jewish Hospital/Washington University (St. Louis)

Engagement

- 2008-present
- More than \$17 million in completed projects

Results

- Decreased time to construction, allowing procurement staff to optimize their time
- Ensured hiring of quality contractors who performed consistently
- Reduced facility downtime and minimized disruption to normal operations allowed business to continue as usual and the ability to generate revenue from facilities and services sooner

Completed Projects

- Operating room renovations
- New nurse call stations
- Safety & security enhancements including sprinklers, fire sealing, smoke barrier upgrades and more
- Expansion of women's health OB/GYN
- Office space remodeling

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