



OCHSNER BENSON CANCER CENTER

Project Program

The Gayle and Tom Benson Cancer Center expansion adds 140,000 square feet of space to Ochsner's existing facility. The 6-story building ties into the existing building, creating a single entrance between the two.

The expansion, which doubles the size of the Cancer Center, includes more than 26 personalized and semi-private patient chemo infusion stations, infusion and clinic spaces for Bone Marrow Transplant (BMT) patients, and a new patient wellness space. The wellness space is used primarily for patient education and support groups, but also has space designated for yoga and meditation.

Woodward overcame several construction challenges on this project, including two river delays and a scope addition, which included interior buildouts on three floors, revisions to completed space and existing building upgrades. Despite the delays and added scope, Woodward successfully delivered this project to Ochsner in the fall of 2020.

Innovative Programs for Quality Control

Our project management and field teams deployed innovative methods to implement a quality control program using drone photography and Procore software. We used a drone to take photos of the building's exterior to ensure there were no compromises in the exterior waterproofing. These photos showed details of every brick anchor in the exterior skin, and were taken on a weekly basis at minimum in order to create a data set of photos we could compare to one another. We compiled the photo set using Procore software and used these photos as a quality control aid in both owner and subcontractor meetings.

Location

New Orleans, Louisiana

Services Provided

Construction Management and
Preconstruction Services

Self-Performed Services

Millwork, Steel Blocking

Project Size

138,621 sf

Project Completed

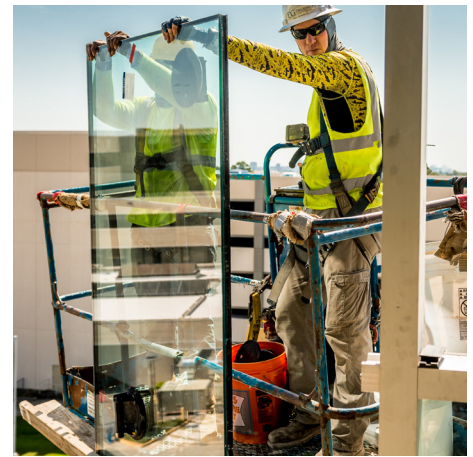
September 2020

Awards

2021, ABC Bayou Chapter, Award of
Excellence

With every Woodward project, quality control is upheld by getting all stakeholders involved at the earliest phase of the project. Early design coordination meetings with the architects, owner, construction personnel and key subcontractors are critical to upholding quality control. Woodward's construction team was able to attend design reviews to provide valuable input on constructability and logistics.

Working as a team to solve challenges is never easy, but 'Building Teams that Work' is not just Woodward's tagline; it's a battle cry. Our dedicated staff from our various groups and divisions are no strangers to collaboration inside and outside of our organization so that we can all march together to one common goal.



Raising and installation of glazing

Innovative Programs for Scheduling

Our construction management team utilized Lean schedule practices and the Last Planner® System for schedule management. These Lean tools include the "Master Schedule", phased "Pull Scheduling", and "Look Ahead Scheduling". This collaborative approach includes all individuals that are directly responsible for supervising the work on this project, from subcontractors to vendors and Woodward's field supervision. This scheduling process included participation from design professionals and trade foremen where individuals committed to their completion dates and identified the prerequisites needed to complete this work efficiently. Once such discovery led us to release the steel package early on in the project to avoid future delays. The Lean system allowed us to make real-time adjustments, respond to changes, and distribute a schedule Ochsner could depend on. This approach drove efficiency and allowed us to communicate accurate dates for coordination with the owner and architect. Despite several major change orders with additional scope, we finished this project on schedule due partly to our scheduling methods as well as our team's willingness to work six days a week for the duration of the project to meet Ochsner's timeline.



The construction team engages in Lean Pull Scheduling

With regard to the phasing of the project, we were able to open portions of the new cancer center while still finishing construction in other areas. We first turned over approximately 30% of the project while completing the major scope additions that had been executed as change orders during the project. This allowed Ochsner access to their most critical needs first.



Value Analysis/Engineering Processes Used

We delivered this project through the design-assist delivery method, which allowed for our early involvement in the design process. This early collaboration, combined with engagement of key subs early in the process helped significantly with our value analysis. After a thorough analysis and value management process which included our preconstruction and construction teams, we were able to save money and time off the project schedule.

One of the most significant cost and time saving substitutions came in the form of our flooring materials. We substituted fiber reinforcing in lieu of wire mesh on all slabs across 6 levels of metal deck. In doing this, we were able to save approximately 3-4 days per level, and shed more than two weeks off the overall schedule. We also saved roughly \$50,000 for the owner.

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Special Obstacles and Difficulties Woodward Overcame

This project was plagued by several major river delays toward the start of construction. We were able to offset those delays by working on non-soil invasive tasks during this time, including some exploration and demolition inside the existing building.

Another unique obstacle for this project was that our team had to engage the end users who would actually be working in the building during the rough-in phase. This is generally an uncommon practice in construction, but common for healthcare projects due to the fact that specialized equipment needs to be placed where it will be the most functional for the end user. All rough-in placements had to be approved by the doctors, nursing and administrative staff who would eventually work in the building.

Of course, the largest challenge we needed to overcome was COVID-19. Working in a hospital environment under normal conditions already requires a high level of coordination and Infection Control Risk Assessment (ICRA) protocols. When the COVID-19 pandemic began, we implemented even stricter protocols to minimize risk. Each day, every employee on site was temperature checked and given a visual examination. After the employee passed the examination and temperature check, the employee was given a clearance sticker valid only for that day. We maintained social distancing while working on the project and followed all CDC guidelines as they fluctuated throughout the course of the pandemic.

The expansion tied into the existing facility at 15 different connection points, some of which were associated with more potential for infection risk. For example, the 5th Floor tie-in connected our new facility with an existing blood infusion center. By strictly following ICRA protocols, we successfully tied into the building with no interruption to any patient's treatment schedule.



Project managers walk the site during construction

Innovative Programs or Methods for Productivity

The integrated design-assist delivery method helped to increase and ensure productivity on this project. Early collaboration between architect, owner, construction team and key subcontractors helped to minimize changes, cost and schedule variances throughout the course of the project. Having all stakeholders involved from the very beginning of the project set our team up for success by setting expectations and identifying tasks early on.

Another important key to productivity during the project came from the team's implementation of another Lean method, the Daily Huddle. The Daily Huddle is a brief, well-organized meeting that is held every day on the job site. The Daily Huddle meetings generally do not exceed 15 minutes, but provide an outlet for all team members to update others on their progress and coordinate high-importance tasks for the current day. The Daily Huddle keeps everyone on the same page.

woodward

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Photo Credits:

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Neil Alexander Photography (Finished)