



Texas Children's Hospital – West Campus Houston, Texas Development

OPPORTUNITY/CHALLENGE

In 2005, Texas Children's Hospital (TCH) initiated a comprehensive strategic planning process to forecast the hospital's future evolution and growth. A Facility Master Plan was developed to define the scope and estimated cost of the facility resources needed to support the new programs and organizational growth envisioned by the strategic plan. The Facility Master Plan defined four major new building initiatives consisting of an 8-floor 220,000 square foot expansion of the hospital's existing Feigin Center research building, a 400,000 square foot Neurological Research Institute building, an 800,000 square foot maternity center, and the subject TCH West Campus pediatric community hospital in west Houston.

SOLUTION

Texas Children's Hospital (TCH) utilized a unique partnership approach to the project management of the \$220 million West Campus project. Facilities, Planning and Development (FP&D), Texas Children's in-house project management team, has highly skilled and uniquely qualified Project Managers to manage the hospital's diverse construction and renovation program. FP&D partnered with Transwestern to act as the "boots on the ground" to help manage day to day design and construction activities. Transwestern acted as the Owner's representative on-site, while FP&D retained overall control and responsibility for the project scope, schedule, and budget.

VALUE ADDED BY TRANSWESTERN

Texas Children's Hospital is an organization built on relationships and teamwork. Using that philosophy, the team deconstructed the traditional, adversarial barriers between designers and contractors and established a single team built on trust, cooperation, accountability, empowerment and team oriented problem solving. The team determined thoughtful and well-defined goals for the team at the very beginning of the project, which in turn gave the team a clear sense of direction through project completion.

FP&D and Transwestern directed operational logistics, planning and Owner-direct vendor participation to achieve multi-phased facility activation and occupancy by the hospital's stakeholders. This was no easy task. Consider the magnitude of coordinating the FF&E on a 500,000 square foot freestanding hospital. Imagine how many pieces of new equipment must be specified, incorporated in the design, ordered, installed, tested and certified. TCH delivered the entire project on time by utilizing their considerable expertise in project management to define and track every item that went into this complex project.