

Facilitating Design & Value Engineering for the Construction of a Children's Hospital

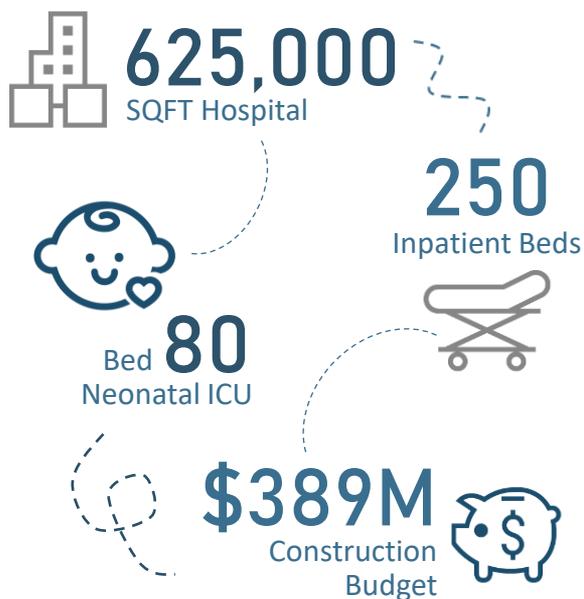
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» CLIENT OVERVIEW



MUSC Children's Health is an integrated health care delivery system providing comprehensive pediatric care across the state of South Carolina. Consisting of a large network of primary, urgent and specialty care providers, a Level 1 Trauma Center, and a dedicated pediatric hospital, MUSC Children's Health delivers the most advanced care possible in more than 26 specialty areas.

In 2014, the MUSC Health system sought to further advance its pediatric program by investing in the construction of a new, state of the art Children's Hospital. With an advanced fetal care center, the largest NICU in the state, and various integrated clinical & administrative technologies, this new hospital was designed to ensure the seamless integration of obstetrical and children's services, the highest level of clinical quality and patient safety, and the engagement and empowerment of families as partners in care.



» THE CHALLENGE

Strategically, MUSC Health determined that the design of the new Children's hospital should be a clinician, patient, and family-led project. While this approach was integral to ensuring that the hospital reflected the needs of its key stakeholders, the team required project management mechanisms and structures to apply identified input and perspectives to the reality of budget and scope. Without such systems in place to substantiate provider, patient and family requirements and translate them into a financially viable, operationally sound product, the preliminary project scope eclipsed the construction budget by \$100M.

» THE SOLUTION

KCG was engaged to facilitate the design process – from schematic design to value engineering – and challenge MUSC Health to revisit and refine programmatic and feasibility assumptions. To deliver an on-budget design that addressed clinical best practices, reflected patient & family priorities, and appropriately responded to market demand, KCG focused on three primary workstreams:

- PROJECT GOVERNANCE:** KCG began by establishing a clinician-led project governance structure, fully outfitted with proven project management tools and support. Then, KCG partnered with MUSC Health's Strategy and Business Intelligence teams to ensure leaders were equipped with the necessary data to develop informed scoping decisions and recommendations.
- SCOPE REALIGNMENT:** KCG partnered with physician leaders to establish a clinical modality-based, multi-stakeholder workgroup structure to engage a broader range of SMEs [incl. designers, architects, clinicians, family members, etc.] in key dialogues & decisions. These workgroups collaborated to identify scope containment opportunities and ultimately develop design recommendations.
- TRANSITION PLANNING:** KCG further partnered with MUSC Health's IT and Supply Chain teams to review proposed spend on technology infrastructure and furniture, fixtures & medical equipment [FFE] to identify opportunities to drive cost economies – culminating in a medical equipment re-use plan and phased transition approach to capital investments.

» THE IMPACT

"Knowledge Capital Group provided critical project management and structure to an intentionally dynamic building planning process with multiple disparate stakeholders. KCG helped us synthesize multiple streams of input, challenge assumptions in real-time and operationalize our aspirational intentions. The project wouldn't have been the same without their partnership."

– Dr. Mark Scheurer, CMO
MUSC Children's Hospital



Knowledge Capital Group [KCG] is the management consulting arm of healthcare financial advisory firm – Ponder & Co. Specializing in healthcare strategy and organizational transformation, we help clients convert issues into opportunities, inefficient processes into best practices, and marginal outcomes into sustainable results.