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TRO JB and Suffolk Construction complete \$34.5 million Lawrence + Memorial Cancer Center

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The Lawrence + Memorial (L + M) Cancer Center, a new 48,000 s/f, \$34.5 million treatment facility hosted a grand opening September 18 to celebrate the project's completion. Designed by TRO JB and built by Suffolk Construction, the new center was conceived, designed and built using an innovative development strategy known as Integrated Project Delivery (IPD). The three major parties involved, L+M, TRO JB, and Suffolk, signed a three-party contract in which architect, owner and construction manager shared both risks and rewards. Completed on schedule and under budget, the L+M Cancer Center is one of the first healthcare projects in the country to be built using this collaborative model.

The new L+M Cancer Center was developed in affiliation with Dana-Farber Community Cancer Care. L+M is the first hospital in Connecticut to affiliate with Dana-Farber, internationally renowned for both research and clinical excellence. This is also the first time in L+M's history that patients will receive all of their oncology care in a single location.

Lean Principals Govern Decision Making

Programming, design and construction of the new Cancer Center relied on Lean principals to create an efficient facility and achieve cost, quality and schedule targets. Lean principles stress collaboration across disciplines and making informed decisions based on broad input. L+M hospital staff were already applying Lean principles in their clinical practice, and the Cancer Center project gave them the opportunity to design and construct a facility that truly supported quality care.

The basic parameters were established in a three-day Lean Charrette workshop, otherwise known as the Production Preparation Process (3P). Sixty participants, including physicians, nurses, staff and patients, worked side-by-side with TRO JB, Suffolk and L+M's internal Process Improvement Team to determine the ideal patient flow and care experience. Over 72 hours, the group developed a schematic facility plan that defined the new facility and took full advantage of its natural surroundings to foster healing and family participation. Throughout the duration of the project, a co-location site and pull planning tools also enabled the project team to increase efficiencies and improve the overall flow of the project schedule.

Sustainable Design

The Cancer Center is one part of L+M's master facility plan, which has been developed in conjunction with TRO JB and Suffolk since 2010. The plan outlines a comprehensive environmental strategy that includes sustainable design. The new Cancer Center features several sustainable design components including extensive access to natural light, a geothermal system for heating and cooling, and the use of chilled beams to reduce energy costs. L+M expects the building to achieve LEED Silver certification from the U.S. Green Building Council. Interior finish selections for the project also support the goal of LEED Silver Certification. They were selected according to criteria

that maximize indoor air quality, essential for immune-compromised patients, and require less maintenance than traditional healthcare finishes.

Shown (from left) are: Robin Campot, Bill Seddon, Josh DiGloria and Ed Tobin of Suffolk Construction, Brenda Bullied, director of facilities planning and innovation for Lawrence + Memorial Hospital, Crista Durand, vice president, strategic planning, marketing and new business development for Lawrence + Memorial Hospital, and Pamela Mace, Scott Mueller, James Newton and Brian McKenna of TRO JB.

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