SYNOPSIS

KEY POINT SUMMARY

OBJECTIVES

To explore what stakeholders believe to be the opportunities and advantages for improvement in using lean tools and thinking during the IPD process.

DESIGN IMPLICATIONS

Lean-IPD strategies allow for the integration of different stakeholder perceptions during project deliveries. This multi-disciplinary, cooperative approach can lead to improved cost efficiency, safety, and overall quality while providing opportunities for learning among participants.

A Value Analysis of Lean Processes in Target Value Design and Integrated Project Delivery: Stakeholder Perception

Nanda, U., K. Rybkowski, Z., Pati, S., & Nejati, A. 2017 | *HERD: Health Environments Research & Design Journal*. Volume 10, Issue 3, Pages 99-115

Key Concepts/Context

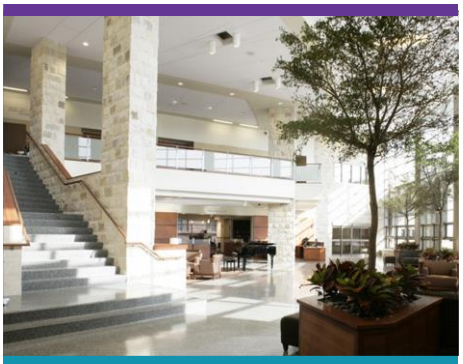
Integrated project delivery (IPD) is a project delivery method that integrates systems, people, business models, and practices in order to optimize project results and maximize efficiency. IPD is also characterized by early involvement of key participants, collaborative decision-making, and liability waivers. "Lean" project management generally means working to deliver a product while minimizing waste and maximizing value. As both of these ways of thinking gain traction in the healthcare industry, it is becoming increasingly necessary to understand what key stakeholders see as the advantages and disadvantages of lean tools and thinking in the IPD process.

Methods

One hospital that adopted the Lean-IPD method was involved in this study. Key stakeholders at this location were planning the construction of a 100-bed, 364,000-square-foot addition. A literature review was conducted to understand the hospital's own Lean-IPD process, and in-person observations were carried out to gain further insight into how lean processes were being applied. After these reviews and visitations, interviews were conducted with key stakeholders. Participants were asked to categorize their experiences with Lean-IPD using either a (+) symbol for positive experiences or a delta symbol for negative experiences. A focus group was held with the architects involved in the project, and an online survey was distributed to all of the stakeholders to find out their opinions on the entire process.

Findings

Stakeholders generally agreed that the Lean-IPD process helped improve scheduling, quality, cost-effectiveness, safety, morale, and opportunities for learning. Architects, owners, and general contractors showed significant differences



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in perceived value of the Lean-IPD process, largely based around the notions of cost, safety, and quality. Survey results showed that owners and general contractors were perceived to exert greater influence than other stakeholders.

Limitations

The authors note several limitations in this study. This study focused on stakeholder perceptions after the completion of the design process and during the construction process, meaning these perceptions could be different at any other point in time. End user perceptions were not fully represented in the data gathered for this study.

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AIA Academy of Architecture for Health of the American Institute of Architects

ASHE American Society for Healthcare Engineering, A personal membership group of the American Hospital Association

AAHF Academy of Architecture for Health Foundation

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Research Design Connections