



The Halyard Team serves as Project Manager for the planning, procurement, and coordination of \$200MM of medical equipment, as well as Project Controls Manager, for a new state-of-the-art hospital in University City.



Barrett Dunigan, Principal

PROJECT AT A GLANCE

SECTOR

Healthcare

ARCHITECT

Foster + Partners, HDR

TIMELINE

Project started in 2014. Halyard joined team in 2018. Completed in 2022.

KEY HIGHLIGHTS

The new Penn Pavilion was designed and constructed utilizing Lean IPD (Integrated Project Delivery) model – and is pursuing LEED accreditation.

- 1.5 million square feet spread across 17 stories
- 504 patient rooms (7 floors)
- 47 operating rooms (3 floors)
- 61 room Emergency Department
- Diagnostic radiology department
- Laboratory
- State of the art pharmacy
- 5 level below-grade parking garage

HALYARD'S ROLE

This project required a massive amount of planning, procuring, and coordinating for medical equipment – which significantly impacted design, budget, and construction schedules. Penn Medicine engaged our team to provide project management services and oversight of the equipment planners and design and construction teams, including:

- Engaging as a full-time partner with Owner's internal project management team responsible for \$200 million medical equipment scope of work
- Equipment planning and procurement, including summarizing input from equipment planners and end users, design coordination, and leadership approvals
- Coordination of AE and CM activities relative to FF&E/IT/AV
- Development and management of major equipment installation schedule leading to overall building occupancy
- Budget, cost and change management reporting & tracking

THE BIGGEST CHALLENGES

Working closely with a wide range of expert users, Halyard identified a detailed game plan for the equipment needed. But while the diversity of perspectives was key to the project's success, it also presented immense challenges along the way. The Halyard team led users through all of the decisions that needed to be made, while making sure all the dots connected.

A major part of Halyard's role was guiding the decision-making process, ensuring everything stayed on track. "Providing this direction was crucial to moving things forward because it allowed us to provide a solid plan to the construction team exactly when they needed it," Barrett Dunigan, Principal of Halyard, explained. "But constant change created a lot of twists and turns along the way that required us to be flexible too."

Due to the project's long timeline, factors were constantly evolving – whether it was who had a seat at the strategic table or how advancing technology came into play.



The Halyard team focused on creating a collaborative environment, driven by continuous communication and strategic agility, to better help them convert the user information they compiled into an actionable game plan.

OUR FAVORITE PROJECT WIN

With the entire project essentially one big puzzle, the team had a lot to piece together – including how to procure the best equipment, while simultaneously minimizing vendors and sticking to a strict timeline and budget.

The Halyard team does a great job dealing with an extraordinary range of challenges and personalities at the strategic table, and they bring a high level of focus, attention to detail, and collaboration to the process. They walk that complicated line of being responsive – and showing us how they can keep things running smoothly – without being pushy. That level of intuition and partnership is greatly appreciated.

STEVE GREULICH Associate Vice President, Capital Projects, Penn Medicine

"Since almost every decision impacted another, we had to be extremely thorough and engrossed in the details to make sure each outcome would seamlessly agree with the overall project," said Barrett.

"In the end, everything we are building will benefit patients and change lives for the better," Barrett shared. "We were able to support the team through important decisions like which technology and equipment would allow them to offer the very best care to patients – and that's an incredible thing."

In the end, the outcome was not only a win for Halyard and Penn Medicine, but most importantly, for the many patient lives it has touched.

A KEY TAKEAWAY

The project encompassed 504 patient rooms, which made even seemingly small decisions, such as the chosen soap dispensers, a choice that significantly impacted budget and logistics. There were no cutting corners – and making the right decision was critical every time. Halyard had to approach these decisions on a different scale and ask smart questions. One example of this was when Halyard discovered they could leverage many of the beds Penn Medicine already had, instead of buying 504 new ones. By making more thoughtful and strategic considerations in their decision making, the team could better direct the budget to areas with the biggest impact.

