
Case Study: Creating Space for Healthcare Modernization



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The Challenge

A large regional hospital had outgrown both its clinical and administrative areas, and, with plans underway to build a new facility, the need for space was critical. The hospital needed to relocate more than 4,500 employees in order to maximize existing footprints for clinical operations and make room for the new buildings. This complex relocation effort was in dire need of structure and oversight: its first three projects were struggling, and delays were having a domino effect throughout the organization. Hospital leadership engaged Point B to turn around the failing projects. Quickly, we recognized the need for a more comprehensive approach and aligned with key stakeholders to implement a refined execution playbook and lead the entire program through build and relocation.

Building the plane in mid-air

Relocating thousands of hospital employees who do critical work every day is like building a plane in mid-air. We needed to deliver results while putting a program structure in place and bringing together the internal team to make it fly.

Leadership buy-in was essential to giving the program wings. We established the governance and communications to get leadership on board with the program, enable good decision making, and inform accurate forecasting.

To avoid reinventing the wheel with each relocation, we structured the program for repeatable success. We established a consistent delivery model with the tools, processes, and communications to relocate more than 75 busy departments. We managed the resource schedule and budgets to monitor progress, mitigate risk, and adjust quickly to changing needs.

Making change a "move up"

We oversaw this effort with respect for the changes employees were making—

not only moving off campus, but also into more open work spaces. We knew that moving off-site would change workflows significantly, and that more open work spaces would have their own sensitivities. We focused on making the change "a move up" wherever we could. Our understanding of what mattered to employees built trust and allowed us to be our client's advocate with vendors in matters large and small. We worked closely with architects on facility design and selected vendors for configuration, furnishings, materials and all aspects of relocation.

Growing confidence

In the first year, we turned around the three struggling projects and ran 18 successful projects in parallel. With more than 500 employees relocated in year one, the program was ready to accelerate and scale. Because we mentored employees along the way, transitioning coordination to internal resources has gone smoothly. This is still early days in a complex project that will evolve over years. What won't change is the newfound confidence that the relocation will not only get done; it will also take our client to a better place.

Find out how Point B can help you achieve your vision. Visit pointb.com or contact us at insights@pointb.com.