MICCS Outstanding Project Award

Riley Hospital for Children at IU Health
Simon Family Tower Phase Va.1

Riley Hospital for Children
Indiana University Health

PEPPER CONSTRUCTION

Indiana University Health

SAFETY MANAGEMENT GROUP
Proceed with confidence.

MICCS

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Introduction

The Riley Hospital for Children Simon Family Tower at Indiana University Health is a new 10-story inpatient building designed to add capacity, increase efficiency and enhance patient satisfaction. The Riley Simon Family Tower at IU Health further demonstrates our commitment to providing family-centered care. The first phase of the Riley Simon Family Tower at IU Health opened in January 2011.

Figure 1

Construction on the Riley Hospital for Children Simon Family Tower at Indiana University Health began in summer 2006. Staff, patients and families all have played key roles in the development of the Riley Simon Family Tower at IU Health. Employees, particularly nurses and medical staff, assisted with the Tower's design and equipment selection. Patients and families provided design input through participation in design teams and focus groups.

This project was more than injury statistics; it was a project that set the standard for safety and touched people's lives.

Project Scope

The Riley Hospital for Children Simon Family Tower at Indiana University Health is a new 10-story inpatient building designed to add capacity, increase efficiency and enhance patient satisfaction. The Riley Simon Family Tower at IU Health further demonstrates our commitment to providing family-centered care. The first phase of the Riley Simon Family Tower at IU Health opened in January 2011.

The Simon Family Tower project consisted of **$281,000,000** of capital improvements to occupied and unoccupied portions of the Riley Hospital for Children. This work included a ten level children's hospital expansion, facilities support building and dock, and a four level parking garage.

<u>Construction Quick Facts</u>

- 4 Acre Site
- Hospital = 700,000 s.f.
- Buildout = 300,000 s.f.
- Facilities Building = 45,000 s.f.
- 300 Car Parking Garage
- 90% of all demolished material from the original Riley Hospital for Children at IU Health building was recycled.
- All wood doors and 1,838 light bulbs were removed for recycling prior to demolition.

Figure 2

- All concrete was recycled and crushed into gravel for use.
- More than 26,000 pounds of copper pipes were recycled.
- More than 360 tons (720,000 pounds) of rebar was used in the Riley Simon Family Tower at IU Health.
- More than 6,000 tons (12 million pounds) of structural steel was set and more than 7,000 yards of concrete was poured.
- The mechanical and electrical design uses energy conservation practices as appropriate for hospitals.
- The exterior skin is sealed to ensure substantial energy savings.

Figure 3

Safety Planning & Programming

Prevention through Design

Our safety efforts are focused on the concept of No One Gets Hurt. Elimination of workplace injuries requires us to challenge the paradigm of traditional means and methods. This entails starting at the beginning of a project or at the chicken and egg phase per se. A proactive approach and proper planning is just the start. IU Health implemented their designer safety program on the Simon Family Tower project.

Clarian Health

DESIGN SAFETY CHECKLIST

Project_____ Date:_____

Yes/No/N/A	I. Roof Access and Design	Comments
	A. Parapet Design Reviewed (39-45" top rail or top of wall)	
	B. Fall Anchorage Points Installed on Roof for window washers	
	C. Fall Anchorage Points Installed 15' back from Roof Edge	
	D. Schedule Fall Anchorage Points installation early for construction use	
	E. Fall Protection Planning for Awning Maintenance and Construction	
	F. Adequate Power for Temporary Lighting	
	G. Fixed Ladder or Steps to Access each Roof Area	
	H. Guardrails around roof hatches/openings	
	I. Trip hazards removed around roof hatches and lightning protection	
	J. Fall Protection Anchors into frame on roof hatch	
	K. Roof equipment away from openings and edge	
	L. Water, Snow & Ice control measures developed/designed	
Yes/No/N/A	**II. Walking & Working Surfaces**	**Comments**
	A. Fixed Ladders are designed to meet all minimum OSHA Standards	
	B. Floor Holes greater than 1" are designed with covers	

Figure 4

Designing for construction worker safety is a concept that has been around for some time; however it has taken awhile to receive recognition. This process is not to limit designers in terms of their creativity, but to make certain the designer is preparing a design that avoids predictable threats to the safety and health of others. IU Health has adopted a systematic process whereby the risks of the design are highlighted, reviewed and recorded.

This type of process includes a designer safety tool called the "Design Safety Checklist". The design safety checklist is a simple and basic guide for designers to implement and expand on. This checklist breaks down the following categories: roof access and design, walking & working surfaces, electrical, machine guarding, egress, and other general safety concerns.

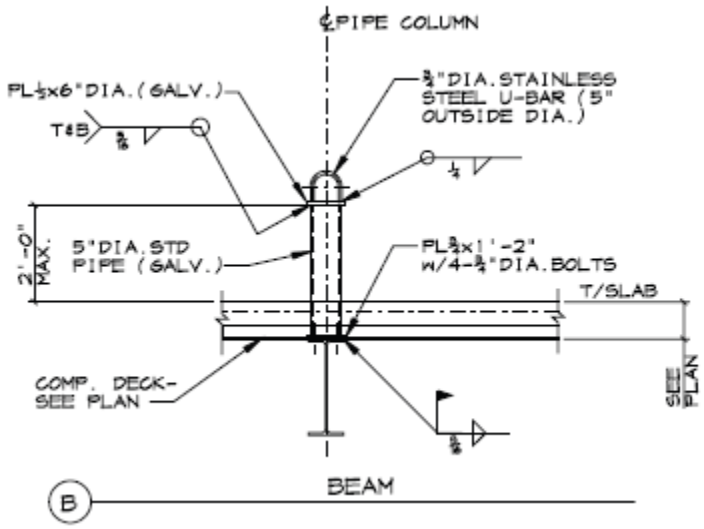


Figure 5

The anchorage points were often initially drawn up by the architect and sent to the IU Health safety advisor for review. The IU Health safety advisor would review the drawings, mark changes, and field review with the architect.

"We developed the design of the project with the Design Architect, User groups, Maintenance staff, Construction Staff, Code Consultant and Safety Staff involved. The project was reviewed at each level of completion of the documents and as construction progressed. Solutions to issues as they arose were developed and integrated into the design documents or into modifications to the built project to account for conditions in the field. This permitted for a safe construction and for the buildings life cycle."
– **Tom Hicks**, Lead Project Architect, Earl Swensson Associates, Inc. (ESa)

One of the key safety components that were added to the design were the hundreds of roof davits (Figure 7) installed early on during the construction phase, so they could be utilized by contractor personnel. Having engineered anchorage points eliminates all the guess work for the contractors and permits for a safe construction and maintenance life cycle.

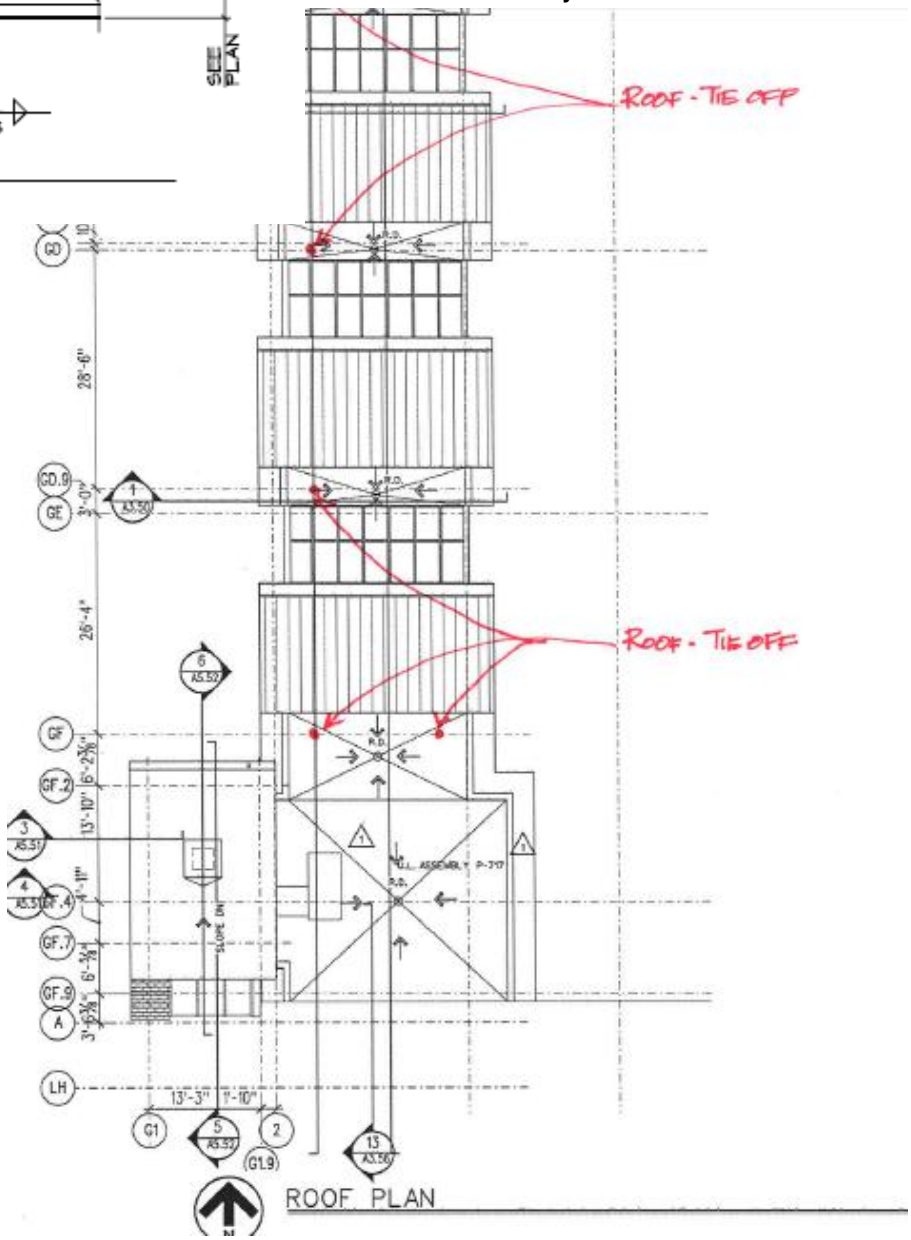


Figure 6

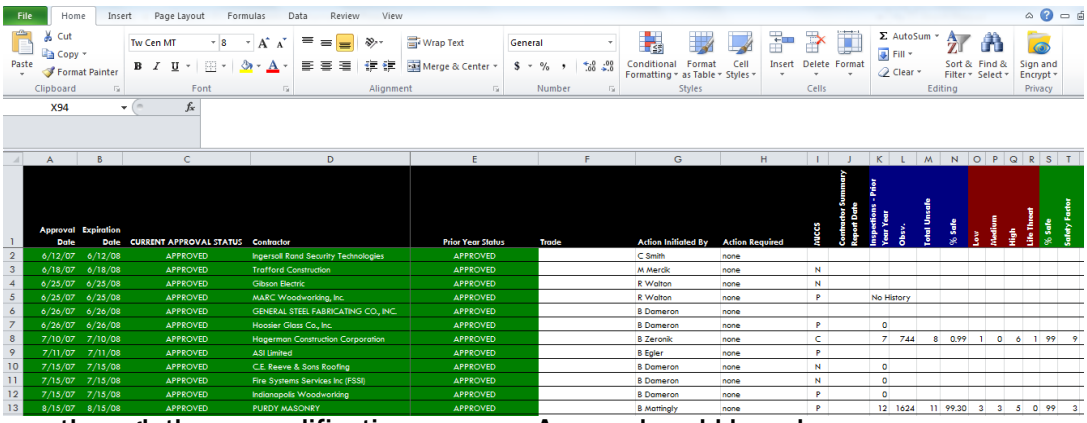
Figure7 - Roof davits installed early during the construction phase for contractor use throughout the project.

Safety Prequalification / Contractor Mobilization Process

When you approach many companies' facilities for the first time, you have to stop at a front gate or a front desk to identify yourself and explain why you're there. The reason for that security is evident: the company wants to make sure that the only people who set foot in its facility are those who belong there.

That's the basic idea behind a contractor prequalification program. Having a program in place is a way to ensure that only contractors who can prove that they meet your organization's standards for safety will be allowed to set foot on your worksites. Contractors working on the Simon Family Tower project not only had to go through one prequalification process, but three.

The first step of the prequalification process was for contractors to get approved by Pepper Construction. Contractors who made this list were either MICCS Certified Contractors or have been through the prequalification process. Approval could have been denied based on contractor performance history, OSHA rates, EMR, company safety program or the results of the subcontractor prequalification meeting. G. Subcontractor safety performance was reviewed annually as part of Pepper Construction's "Accountability Program". Annual approval was based on the results of the contractors' DBO2 performance (Safety Audit History). Contractors who make this first cut were next subject to approval by IU Health.



	Approval Date	Expiration Date	CURRENT APPROVAL STATUS	Contractor	Prior Year Status	Trade	Action Initiated By	Action Required	MICCS	Contractor Summary Report Date	Inspections - Prior Year Year	Obsv.	Total Unsafe	% Safe	Low	Medium	High	Life Threat	% Safe	Safety Factor
2	6/12/07	6/12/08	APPROVED	Ingersoll Rand Security Technologies	APPROVED		C Smith	none												
3	6/18/07	6/18/08	APPROVED	Trafford Construction	APPROVED		M Merck	none	N											
4	6/25/07	6/25/08	APPROVED	Gibson Electric	APPROVED		R Walton	none	N											
5	6/25/07	6/25/08	APPROVED	MARC Woodworking, Inc	APPROVED		R Walton	none	P		No History									
6	6/26/07	6/26/08	APPROVED	GENERAL STEEL FABRICATING CO., INC.	APPROVED		B Domeron	none												
7	6/26/07	6/26/08	APPROVED	Hoosier Glass Co., Inc.	APPROVED		B Domeron	none	P		0									
8	7/10/07	7/10/08	APPROVED	Hogerman Construction Corporation	APPROVED		B Zeronik	none	C		7	744	8	0.99	1	0	6	1	99	9
9	7/11/07	7/11/08	APPROVED	ASI Limited	APPROVED		B Egler	none	P											
10	7/15/07	7/15/08	APPROVED	C.E. Reeve & Sons Roofing	APPROVED		B Domeron	none	N		0									
11	7/15/07	7/15/08	APPROVED	Fire Systems Services Inc (FSSI)	APPROVED		B Domeron	none	N		0									
12	7/15/07	7/15/08	APPROVED	Indianapolis Woodworking	APPROVED		B Domeron	none	P		0									
13	8/15/07	8/15/08	APPROVED	PURDY MASONRY	APPROVED		B Mattingly	none	P		12	1624	11	99.30	3	3	5	0	99	3

Figure 8

The IU Health approval process includes meeting the following qualifications: Proven Healthcare Experience, Financial Approval, and Safety Approval. Following approval by Pepper Construction, the project manager would initiate the IU Health approval process.

The IU Health Safety Advisor would meet with the contract firm who was seeking approval and walk them through IU Health's online prequalification database IUHSafety.org. Following the initial meeting, contractors would submit their Healthcare Experience Resume and Financial Questionnaire for approval by IU Health's Manager of Design & Construction. Additionally, contractors would submit their safety information sheet, company safety manual, previous three (3) years OSHA 300 log summary including total man-hours, and a letter from their insurance carrier listing the experience modification rate (EMR) for the previous 3 years to the IU Health Safety Advisor for evaluation.

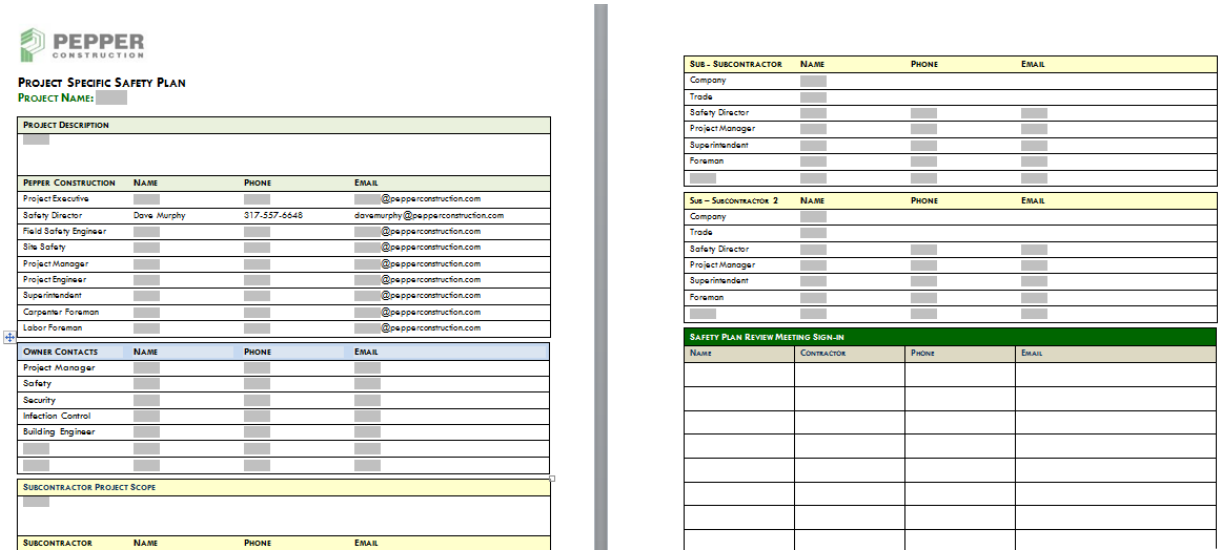
Figure 9

IU Health strongly encourages contractors to participate in the MICCS Certification Program. IU Health Safety Advisor's utilize the MICCS Certification website to review MICCS participating companies' program score and safety performance. Contractors were graded utilizing IU Health's point matrix system. Contractors who scored a minimum of 6 out of 9 points without having a zero in any category, receiving approval of their safety manual, and financial questionnaire became an IU Health "Approved" contractor.

The third step in the prequalification process was to receive approval and to appear on the Owner Controlled Insurance Program's Contractor Clearance List. This entailed a thorough review of each contractor and subcontractor's experience modification rates (EMR), Workers' Compensation Insurance Information Form, Insurance Worksheet Form, and 4. Monthly On-site Payroll Report Form. Prequalification was the first step of ensuring that prospective contractors met our minimum requirements, and it was only a portion of the project's comprehensive Contractor Safety Management Process. The pre-bid and project-specific safety plans were the next steps in the contractor mobilization process.

The purpose of the "Pre-Bid" meeting was to communicate IU Health and Pepper Construction's specific safety items, unique safety aspects, and requirements involved with a contract and basic IOSHA Standards to a contractor prior to the pre-construction/project specific safety plan meeting. The IU Health Safety Advisor and Project Manager along with Pepper Construction's project team would communicate this information to the contractor(s) and allow the contractors a chance to ask questions about safety requirements for the project. To be eligible to attend the pre bid meeting, contractors had to be listed as an Indiana University Health approved contractor.

Each contractor was responsible for providing a comprehensive (**94 pages**) Project Specific Safety Plan before the job start. Templates were provided by Pepper Construction. The completed safety plans were submitted to Pepper Construction and IU Health for review and approval prior to the Pre-Construction / Safety Plan Review Meeting and the start of work. Contractors were required to update these plans as site conditions would warrant and reflect changes in safety procedures that were necessary to maintain a safe jobsite. All contractors were required to attend the Safety Plan Review Meeting prior to commencing work.



PEPPER CONSTRUCTION

PROJECT SPECIFIC SAFETY PLAN
PROJECT NAME:

PROJECT DESCRIPTION

PEPPER CONSTRUCTION	NAME	PHONE	EMAIL
Project Executive			@pepperconstruction.com
Safety Director	Dave Murphy	317-557-6648	davemurphy@pepperconstruction.com
Field Safety Engineer			@pepperconstruction.com
Site Safety			@pepperconstruction.com
Project Manager			@pepperconstruction.com
Project Engineer			@pepperconstruction.com
Superintendent			@pepperconstruction.com
Carpenter Foreman			@pepperconstruction.com
Labor Foreman			@pepperconstruction.com

OWNER CONTACTS	NAME	PHONE	EMAIL
Project Manager			
Safety			
Security			
Infection Control			
Building Engineer			

SUBCONTRACTOR PROJECT SCOPE

SUBCONTRACTOR	NAME	PHONE	EMAIL

SUB - SUBCONTRACTOR	NAME	PHONE	EMAIL
Company			
Trade			
Safety Director			
Project Manager			
Superintendent			
Foreman			

SUB – SUBCONTRACTOR 2	NAME	PHONE	EMAIL
Company			
Trade			
Safety Director			
Project Manager			
Superintendent			
Foreman			

SAFETY PLAN REVIEW MEETING SIGN-IN			
NAME	CONTRACTOR	PHONE	EMAIL

Figure 10

MICCS Substance Abuse Program

Indiana University Health and Pepper Construction adopted the MICCS substance abuse program for the project. The purpose of this policy is to assist in creating a safe work environment, to maintain the excellent reputation of Indiana University Health and Pepper Construction, and to support the initiatives of the Metro Indianapolis Coalition for Construction Safety (MICCS) and other trade reciprocal programs. The Project is taking all reasonable measures to ensure that drug and alcohol abuse does not jeopardize the safety of our patients, employees, guests, and on site construction team members and their personnel. This policy applied to all contractors, subcontractors, construction managers, and consultants working on the Project's premises. The Project's substance abuse screening policy includes annual, random, probable cause, and post incident screenings. The initial screen took place at the contractor safety orientation where the safety personnel onsite utilized ConstructionSafeSite.org to verify all employees had valid substance abuse cards or in other words, "Available to Work". IU Health and Pepper Construction periodically audited all onsite contractors to check for compliance with the substance abuse policy. Over the course of the project, there <u>**were twenty-four random screenings**</u> conducted.

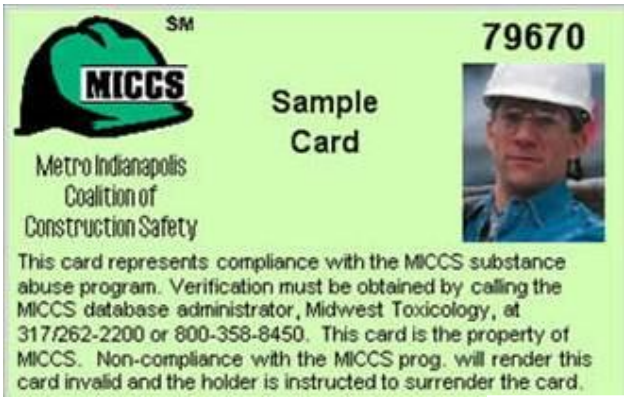


Figure 11

Safety Inspections / Safety Net Audits

Construction safety inspections are the most effective means of identifying hazardous conditions at the worksite. Construction sites require constant monitoring and observations to keep ahead of safety issues. Construction safety inspections identify hazards and give an opportunity to fix problems before injuries and accidents can occur. We believe the Simon Family Tower project created the standard for jobsite audits in Indianapolis.

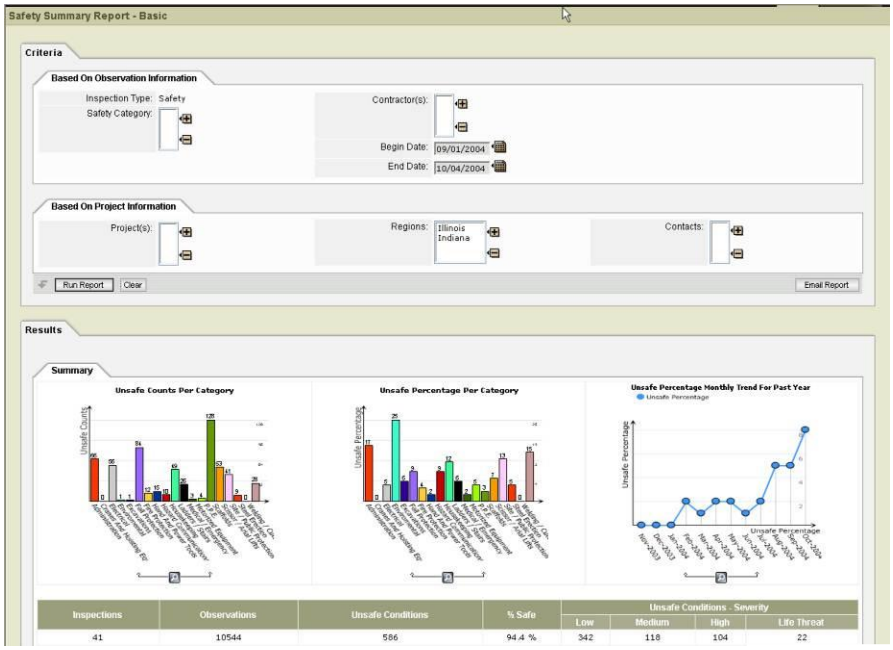


Figure 12

Pepper Construction utilizes the software 'Predictive Solutions' (formerly dbo2), which allows them to build a database from jobsite observations to zero in on specific issues and trends. This type of auditing cuts the time it takes to collect, report, and analyze the information needed to predict and prevent incidents BEFORE THEY HAPPEN. The next steps are how the inspectors at the Simon Family Tower used the product:

1. The safety inspector records *"unsafe"* and *"safe"* conditions and behaviors and they would observe the jobsite.
2. The collected information is automatically uploaded from their PDA to a secure, centralized DBO2 *SafetyNet* server or manually entered into the system by the inspector.
3. The data wass instantly reviewed statistically against safety and risk parameters, organized, prioritized and made available to management, partners, contractors and supervisors, in easy to understand graphs and reports.
4. Reports and alerts were automatically sent to the people who should see them. As a result, management intervention, including employee training, can be introduced before accidents occur.

These types of audits were 'fresh' to the Indianapolis area and the automatically reporting introduced contractor management to the safety accountability arena. Contractors' culture began to change, and started calling other contractors' safety-related deficiencies to the project team's attention. Subcontractor safety performance was reviewed annually as part of Pepper Construction's "Accountability Program". Annual prequalification approval was based on the results of the contractors' safety audit history.

As for the metrics, there were almost **830,000 total observations from 2,319 inspections and 43 different inspectors.** These observations were made by members from our project teams including IU Health & Pepper and subcontractor management, supervision, safety professionals, and foremen.

Fire Prevention / Patient Safety

Constructing a new ten level building to an adjoined operating children's hospital required additional planning and engineering compared to your typical construction project. Healthcare construction is unique and is a strictly regulated industry where hospitals are a 24 hour, 7 days a week, 365 days per year operation. Most importantly, it is a place where people's lives are at stake. For that reason, life safety was a major focus of work processes.

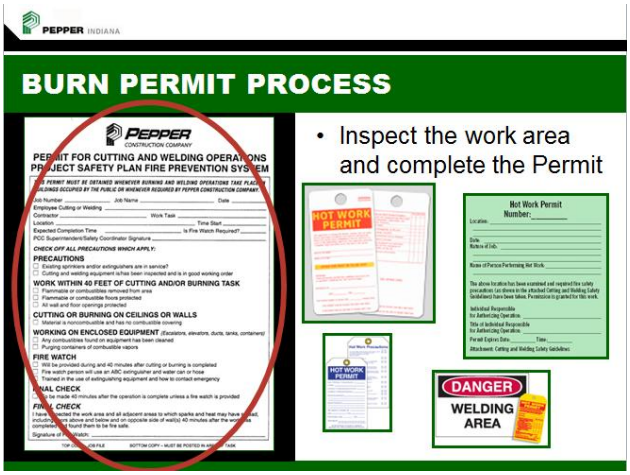


Figure 13

Fire is a concern for everyone, but it is a special concern in hospitals because patients are often unable to move to safety by themselves. Preventive measures such as interim life safety measures (ILSM), hot work safety awareness training, and a dedicated hot-work safety professional were implemented on this project.

Interim Life Safety Measures (ILSM) is proactive program to manage risk and to minimize the potential hazards of construction operations in a health care facility. ILSM includes a defined list of measures that will be taken to compensate for any diminished level of fire protection that occurs because of construction activities. **104 ILSMs** were implemented for the Simon Family Tower Va.1 project. Weekly ILSM walkthroughs were completed by Pepper Construction and IU Health to ensure any observation found deficient was corrected immediately to stay within Joint Commission compliance.

The Joint Commission audited the project in September 2010, right after initial occupancy. No citations were issued and the project team was commended on the outstanding ILSM program and processes they had in place.

Hot work safety training was implemented and required for all employees involved in activities that involved sparks or smoke including: cutting, brazing, welding, soldering, thawing pipe, applying roof material with torches, grinding and metal cutting. Hot work training was a one (1) hour session that consisted of a video, PowerPoint presentation, and real life examples of completing the burn permit process. Upon successful completion of hot work training, employees received a hard hat sticker that identified they have been trained. Employees were not permitted to partake in hot work activities if they had not attended the training nor had a visible hard hat training sticker.

Figure 14

Hot work was managed by Pepper Construction's hot work safety manager. This employee's sole responsibility was to manage hot work for the project. His tasks included hot work safety awareness training, inspecting fire extinguishers, issuing burn permits and ensuring all hot work procedures are followed for the permits assigned. Throughout the project, **more than 1200 employees completed hot work training.**

Safety Recognition Program

The safety recognition program at Riley had to be one of the best and most giving programs of any project of all time. **Over $172,000** was budgeted and distributed to contractor employees for their safety efforts. IU Health and Pepper Construction recognize that a safety incentive program is essential to achieve top performance and culture on a project. IU Health's recognition program guidelines are as follows:

1. Contractor must be motivated by Indiana University Health's commitment to safety.
2. Program guidelines should be simple and easy to understand.
3. Presentation of the incentive should be made in a formal manner.
4. The incentive program should be publicized.
5. Craft persons involved in the program should have input.
6. Program must create favorable interest.
7. Evaluation periods should be done on a frequent basis.
8. The craft persons must desire items distributed.
9. Management should be involved in the presentation.
10. Goals should be based on individual behavior.
11. The program should be publicized.

Throughout the course of the project **200 $20 gas cards were distributed** as "on-the-spot" safety recognition to employees demonstrating some act that was "above-and-beyond". High-visibility T-Shirts, High-Visibility Jackets, Long Sleeve T-Shirts, Polo Shirts, Fleece Jackets, Hats, Fishing Poles, Golf Clubs, Nintendo Wii's, Duffel Bags, Safety Glasses, Gloves, Gift Cards, Water Coolers, Dairy Queen Blizzards, Colts Jerseys, Colts Tickets were all distributed to contractor employees as part of the safety recognition program.

Figure 15

Another aspect of this program included the quarterly "Lunch & Learns". The project team held a quarterly luncheon for all contractors working on the project. These lunches would include a guest speaker, tool manufacturer, and safety equipment company representative. The guest speaker would talk on some aspect of safety and the tool manufacturer or safety equipment representative would provide training or product demonstrations to the group. The following companies and people participated in the luncheons at Riley:

- Bosch
- Brad May
- Dairy Queen
- DeWalt
- Dr. Michelle Saysana
- Giorgio's Pizza
- Gray Brothers Cafeteria
- Hilti
- Josh Bleill
- Judge's BBQ
- Jug's Catering
- Miller Fall Protection
- Milwaukee Tool
- Pork Chop Charlie
- Ritz Safety
- Scott Grimes
- Scotty's Brewhouse

Look Beyond the Walls Program

When starting construction for the Simon Family Tower project, project staff tried to create new ways to make this project special, since it is very different working next to an existing children's hospital. One day during our demolition of the make-ready for towers, one of the workers noticed a sign in a child's window each day. Signs like "Good Morning Construction Workers" and "Be Safe Today." This had gone on for a couple days when someone brought it to the construction management team's attention.

Simon Family Tower construction crews, Riley Hospital for Children staff, family and friends dedicated a "Look Beyond the Walls" – a program designed to familiarize those working outside the hospital walls with those who will benefit from their efforts - to Austin Irvine, an 11-year old terminal Riley patient suffering from Centronuclear Myotubular Myopathy, a rare respiratory disorder, and inspiration behind the program.

Spending day after day in a hospital bed back in 2006 was tough on Austin Irvine, a then nine-year old Riley patient from Martinsville, Illinois. To help pass the time, he began looking out his window at the Simon Family Tower construction crews moving the equipment.

Austin wanted the crew to know how much they entertained him so he made signs and posted them in his window every morning, such as "Be safe" and "Good Morning all Bob the Builders." The crews got such a kick out of the signs they asked to meet him. It was important Austin get something special so they gave him a hardhat signed by all of the workers in addition to other construction-related items. In this electronic age, Austin developed a friendship with the construction workers the old-fashioned way.

"Look Beyond the Walls" was renamed "Look Beyond the Walls dedicated to Sir Austin Matthew Irvine" in honor of Austin. "We have some special people working on our building," said Donnie Reed, Simon Family Tower construction engineer. "They understand who is inside."

Because Austin means so much to the Simon Family Tower crews, over 30 companies and groups have donated over $7,000 to grant Austin's wishes including a trip to Disney World, a Play Station 3, backstage passes to the Indianapolis Zoo and many others. Austin will also be remembered through his handprint that will be incorporated into the Simon Family Tower landscape.

The introduction of the "Look Beyond the Walls" program began in July 2007. Personnel identified for their commitment to safety were formally recognized for their achievement by having their picture taken and placed on the "Wall of Fame". The "Wall of Fame" was initially located in the onsite contractor break trailer and now exists in the contractor break area on the 2nd floor of the Simon Family Tower.

Figure 16 Alexander

Burnie McGinnis Award Winner

Cory Alexander, a Pepper Laborer on the Riley Project in downtown Indianapolis, probably thought that September 18, 2008 would be no different than any other day as he performed his gate guard duties. While he was hosing down the intersection of Wilson St. and Wishard Blvd. a car flew by him at an excessive speed running a stop sign then turning into the Riley Emergency Room entrance. When the car came to a stop the driver got out and ran into the hospital. Then a woman got out screaming for help. Cory jumped over the guardrail along the sidewalk to see what was wrong.

The couple's child had quit breathing. Cory then assisted the mother with CPR on the 8-year-old child in the back seat of the car. The mom performed the mouth-to-mouth while Cory proceeded with chest compressions for about 3 to 4 minutes. At this time the child had started breathing again and the father returned with the hospital staff who took over care of the child.

The couple asked for Cory to come into the hospital the next day for a visit so they could personally thank him for his role in saving their child's life. When being interviewed for this story Cory credited his experience gained from working in the medical field in the past, stating he was only doing what he had been trained to do.

In 2009, Cory Alexander was awarded The Burnie McGinnis Award by MICCS. This award is the most prestigious award presented to a person by MICCS. Because the award is so prestigious, it is not awarded every year. Rather, the judges decide from among those nominated if any rise to a very high level of commitment. Examples of such commitment could be a person whose specific acts on a job site are meritorious.

Training

Contractor Safety Orientation

All contractor employees and consultants performing construction related activities were required to attend safety orientation session before beginning work at the Simon Family Tower Project. Contractors remaining onsite for periods longer than one year were required to attend the orientation on 12-month intervals.

Orientation was a one (1) to two (2) hour session used to familiarize contractors with general information regarding the Project's safety policies and procedures. This orientation was really the first opportunity to influence tradespeople and help them understand the culture of working in a healthcare environment. More than 5,000 (**5,251**) people attended contractor safety orientation – from laborers to the Chief Medical Officer. This top-down safety philosophy ensured a positive safety culture for all employees.

Additionally, a medical sticker and packet was offered during orientation for those individuals who were diabetic, had allergies, or other medical conditions. The medical sticker provides a means to place personal medical information inside one's hardhat, therefore if the individual is found unconscious; an emergency first responder will know that the employee has a certain medical condition in advance.

Figure 17

After each person successfully completes orientation, they are given a numerical hardhat sticker (Figure 17) that is logged into the database for safety & security tracking purposes. Hardhat numbers was required information on the daily task hazard analysis sheets.

Prior to commencing construction on the project, a contest was held at Riley for the hardhat sticker design. The winning design was featured as the orientation sticker for the project and 5000 hardhat stickers were

printed (See Figure 17). The project held many other training classes for contract employees, which included:

- Superintendent & Foreman Orientation
- Interim Life Safety Measures (ILSM) Training
- Safway® Scaffolding User Training
- Healthcare Barrier Training
- Hilti Powder Actuated Tools User Training
- Hot Work Safety Awareness Training
- Hospital Interiors Orientation

Contractor Safety Team

The Simon Family Tower project had a very committed team called the Craft Safety Committee who would help bring ownership to the safety responsibilities of the project. The Craft Safety Committee met every Friday morning and assisted in improving the overall safety culture change by providing suggestions to Pepper Construction and IU Health. The safety committee was compromised of approximately 30 individuals from the projects contractors' onsite.

Immediately following the weekly safety committee meeting was the weekly dbo2 'team' safety audit. This was a walkthrough comprised of members from the safety committee, Pepper Construction, and IU Health. Each person would pick a safety category to inspect during the walkthrough. For example, one employee would choose personal protective equipment, another would be inspecting scissor & aerial lifts, the next would be looking at extension cords and so on and so forth. These walkthroughs were highly beneficial to the project because **over 1,000 observations** were typically documented and project team members that did not have the safety expertise were able to learn from the safety professionals' onsite.

After initial occupancy, the project team established the "Life Safety SWAT Team". This team was comprised of 14 members from 10 different companies. This team was created to assist with patient safety and the compliance of Joint Commission Standards. Every week, the team would meet to discuss life safety issues of the past week and to do a weekly ILSM walkthrough.

Contractors Involved

Simon Family Tower Top 10 Contractors

Contract Firm	Address	Contact	MICCS Status
Pepper Construction of Indiana	1850 West 15th Street Indianapolis, IN 46202	Dave Murphy	CERTIFIED
Safety Management Group	6500 Tech. Center Drive Indianapolis, IN 4627	Ryan Graft	Affiliate
ERMCO, Inc.	1625 W. Thompson Rd. Indianapolis, IN 46217	J.D. Kyle	Certified Partner
F.A. Wilhelm Construction Co., Inc.	3914 Prospect Street Indianapolis, IN 46203	Doug Taylor	Certified Partner
Greiner Brothers, Inc.	6161 English Ave. Indianapolis, IN 46219	Matt Thuer	Certified Partner
Hagerman Construction Corporation	10315 Allisonville Rd Fishers, IN 46038	Rick Hawkins	Certified Partner
Johnson Controls, Inc.	1255 N. Senate Ave. Indianapolis, IN 46202	Mark Badgley	Certified Partner
Performance Contracting, Inc.	9810 Mayflower Park Dr. Carmel, IN 46032	Pat Roth	Certified Partner
Solid Platforms, Inc.	8171 West 10th Street Indianapolis, IN 46214	Bill Underwood	Certified Partner
SSI Services, LLC.	308 South State Ave. Indianapolis, IN 46201	Mike Large	Certified Partner

Safety Rates

The project's TRIR was 5.5 after working over 1.8 million labor hours. This number may seem high, but if you subtract the one bad apple contractor the rate would be at 3.8. However, the DART rate of 1.10 and Lost Time Rate of 0.86 are substantially below the national averages.

The biggest problem with these lagging indicators is that they are statistically invalid. The numbers on this jobsite were factual and all contactors were encouraged to report all incidents. Many best practices were outcomes from the incidents and the contractors adopted these practices into their standard operating procedures and will always be better off for that. The safety of this project should not be measured by the recordable rate, but rather by the safety performance.

Conclusion

It is clear that both workers and owners benefit from advanced safety programs, but they are not the only ones. Contractors gain from employees who have developed a better understanding of the value of safe work practices and a sense of self-determination and personal responsibility. That typically has the long-term effect of reduced claims, as well as some benefits that are not as easy to quantify, such as greater job satisfaction and an enhanced appreciation for quality.

Employees who worked at the Simon Family Tower project left with the lessons that were instilled while they worked with us. These employees and contractors will always be better off for that, and so will every general contractor and owner for whom they work with.

APPENDIX A

MICCS

APPLICATION

MICCS OUTSTANDING PROJECT SAFETY AWARD

NOTE: A copy of this completed application must accompany each Outstanding Project Safety Award Submission. All submissions should be submitted electronically in PDF or a Microsoft Office based format. Please email all submissions to mwatson@miccs.org with the subject line stating your company's name and the name of the award for which you are submitting

Name of Project Nominated: Riley Hospital for Children - Simon Family Tower Phase Va. 1

Owner Company: Indiana University Health

Person Nominating: Jordan Hollingsworth / Dave Murphy

Phone: 317-557-2888 Fax: _____

Email: jordanhollingsworth@safetymanagementgroup.com

Person who will accept award (*from owner company*): Renee Smith / John Jonas

Please attach a list of ten contractors, their address and contact for each, who were/are significantly involved in the project.

Questions should be addressed to Scott Grimes, MICCS Executive Director at 317-686-2665 or email to sgrimes@miccs.org.

THANK YOU!

MICCS: 200 S. Meridian St., Suite 410 - Indianapolis, Indiana 46225 - 317-686-2665 - FAX 317-686-2672