



Intermountain Health, Lutheran Hospital

Wheat Ridge, CO

Cumming Group played a key role in delivering Intermountain Health’s new Lutheran Hospital—providing integrated project management, cost management, project controls, and schedule management services throughout the planning, design, construction, and activation phases.

Local residents had long called for a “hospital of the future” to carry forward the 100-year legacy of the original hospital. In response, the new 247-bed facility was thoughtfully designed to meet the evolving needs of the community while embracing modern healthcare standards. Located just off I-70 in the foothills of Colorado, the hospital now stands as a state-of-the-art medical campus spanning nearly 27 acres and approximately 660,000 square feet.

In addition to the new hospital, the medical campus includes a 130,000-square-foot medical office building (MOB), a 379-car parking structure, a central utility plant, and supporting site infrastructure. Inside, the hospital offers 226 licensed beds—176 of which are universal beds—11 operating rooms, 8 procedure rooms, a dedicated mother-baby floor, and advanced imaging suites, creating an outstanding environment for comprehensive patient care.

Thanks to strong collaboration and a focus on efficiency of the project delivery team, the project achieved substantial completion in May 2024—on time and under budget—finishing 12% to 15% faster than the industry average for similar hospitals. On August 3, 2024, Lutheran Hospital welcomed its first patients, including the successful transfer of 121 patients from the former facility, marking the beginning of a new chapter in its century-long commitment to care.



Speed to Market

Due to the aging infrastructure of the previous hospital, schedule and speed to market were critical priorities for Intermountain Health. To meet these goals, Cumming Group—working in close collaboration with the entire project team—implemented a range of proven strategies and best practices to accelerate delivery without compromising quality or scope:

Integrated Project Delivery Light (IPDL): An IPDL model was adopted to bring the design team, general contractor, and key trade partners (including MEP, structural steel, curtain wall, elevator, and framing contractors) to the table early. Their involvement supported informed budgeting, realistic scheduling, and detailed constructability reviews from the outset. To ensure alignment and maximize the benefits of this approach, educational sessions on IPD methodologies were implemented for all core team members.

Target Value Design (TVD): The team was challenged not only to meet the approved budget but to also exceed expectations by achieving a stretch goal. This was accomplished by evaluating alternate materials and construction methods that delivered meaningful cost savings while maintaining project scope and performance.

Lean Principals and Tools: Several Lean principals and tools were deployed to enhance decision-making and team performance:

- Big Room and project team co-location (Owner, design partner, contractor and trade partners)
- Respect for people
- A3 reports for structured problem-solving
- PPC trackers to monitor team and individual commitments
- Join for improving visibility into Target Value Design
- Last Planner® System with Nialli software for schedule optimization and collaborative planning

Prefabrication and Modular Construction: To further accelerate delivery, the project incorporated prefabricated and modular elements including overhead MEP racks, patient room headwalls, bathroom pods, exterior wall panels, and more.

Team Health Monitoring: Team health was tracked through quarterly project assessments focused on safety, trust, cohesion, communication, and goal setting. The project consistently achieved team health scores above 90%, reflecting strong collaboration and alignment.

Guiding Principles and Risk Management: Shared guiding principles and early identification of potential project risks helped the team remain focused and proactive throughout every phase of delivery.

CLIENT

Intermountain Health

COMPLETION DATE

August 2024

CUMMING GROUP'S ROLE

Cumming Group provided Owner's Representative services, including project management, cost management, project controls, and schedule monitoring, under an IPDL delivery model.

CONTRACTOR

Barton Malow-Haselden JV

FINAL PROJECT COST

\$700M

ARCHITECT

HDR

PHOTOGRAPHY

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One Team Approach

Despite being composed of multiple organizations, the project team operated as a unified entity—committed to placing the success of the project above individual or organizational interests. This “One Team” approach was foundational to the project’s success and supported a culture of transparency, trust, and shared accountability.

Establishing Guiding Principles: Early in the project, the team collectively developed a set of guiding principles that served as a touchstone throughout all phases of design and construction. These principles reinforced alignment and provided a consistent framework for decision-making.

Weekly Big Room Meetings: Regular in-person and virtual colocation and “Big Room” meetings brought together key stakeholders to promote real-time communication, expedite decisions, break down silos, and foster a culture of collaboration and problem-solving. These consistent sessions were instrumental in improving accountability and building lasting trust among team members.

Engagement with Authorities Having Jurisdiction (AHJs):

To further support the collaborative approach, Cumming Group and the project team actively involved AHJs—including city officials, fire marshals, and state representatives—throughout the process. Weekly coordination meetings and clear tracking of commitments helped streamline early permitting, final inspections, and the issuance of the certificate of occupancy—all the way through to first patient day.

“Cumming Group’s leadership and collaboration were instrumental in delivering the new Lutheran Hospital on time and on budget. Their dedication helped create a facility that will enhance patient care and serve our community for generations to come.

Bruce Fong, Senior Director of Strategic Projects
Intermountain Health







Project Outcome

Cumming Group provided comprehensive project management, cost management, and scheduling services for Intermountain Health's new Lutheran Hospital, overseeing the project from the initial design phase through to its completion.

Our project management team ensured seamless coordination and communication among all stakeholders, including architects, contractors, and subcontractors. We facilitated regular progress meetings and maintained a focus on meeting all project milestones and deliverables. Our cost management team was engaged early in the process to help define the project budget accurately. They collaborated closely with the general contractor to perform cost-check estimates and value engineering, ensuring that the project remained within financial constraints without compromising on quality or scope.

Our internal scheduling team played a critical role in aligning the project timeline. We developed and approved the baseline schedule, ensuring all key activities were planned efficiently. Throughout the project, we conducted regular peer review schedules to monitor progress and adjust timelines as necessary. This continuous oversight helped us anticipate and address any scheduling conflicts, ensuring that the project remained on track for timely completion.

By integrating these services, we were able to deliver a well-coordinated and financially controlled project, culminating in the successful opening of the new Lutheran Hospital. Our holistic approach ensured that all aspects of the project were managed with precision and foresight, meeting the high standards set by Intermountain Health. The project was completed on time and under budget.

CUMMING GROUP

At Cumming Group, we are passionate about helping our clients execute large-scale, complex projects on-time and within budget. Our project and cost-management services are specifically tailored to each client's needs and add meaningful value at every step of a project's development.

Drawing on deep expertise in the communities and sectors we serve, we anticipate and solve problems, deliver solutions, and drive results. Since opening our doors in 1996, Cumming Group has grown to 60+ offices globally, and is now home to more than 2,500 team members – including many of the brightest minds in the industry.

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