

MEGAPROJECT Case Study

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Basic Project Information

Project Title	Vienna Hospital North
Location	Vienna, Austria
Purpose	Establishment of a new central hospital in Vienna
Scope	Planning and establishing the hospital including the buildings, the organisation, the services, the processes, the ICT infrastructure, etc.
Contractual Framework	Vienna Hospital Association establishes the new hospital. Funding by the Vienna Hospital Association, municipality of Vienna and the EU
Relevant Physical Dimensions	Plot size: 111.579 m ² Building area: 51.452 m ² Gross floor area: 214.910 m ² Healing Garden (Park): 46.709 m ² Building height/top edge height of the attic of the nursing wing: 38,10 m Bed capacity: rd. 800 Construction costs: about 850 million €

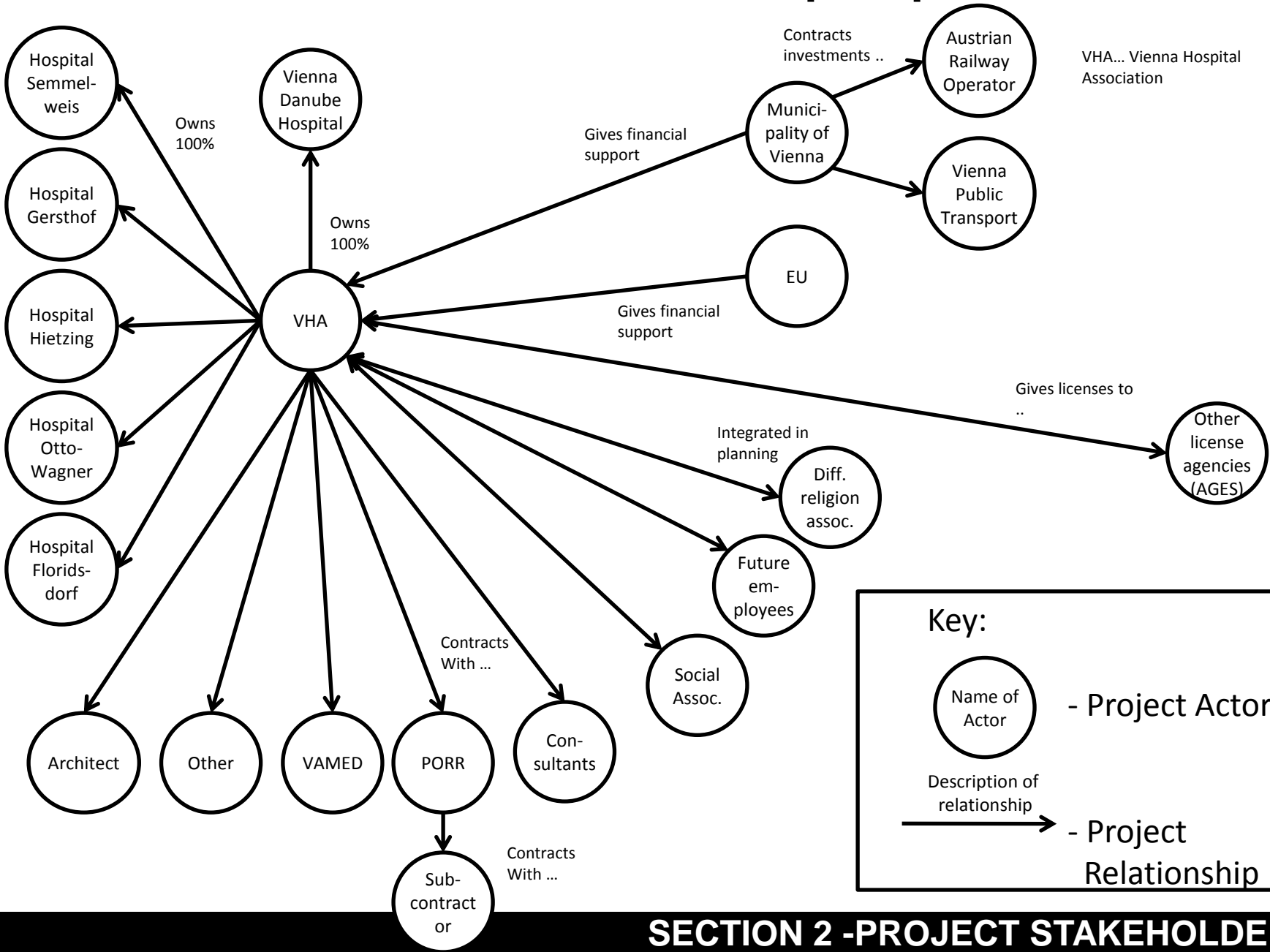
MEGAPROJECT Stakeholder Identification (Internal)

	Stakeholder Category	Case-Study	Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)	
Supply-Side	Client/Investor	Vienna Hospital Association		
	Financiers	Vienna Hospital Association (3) , municipality of Vienna, EU		
	Sponsors	-		
	Client's Customers	Patients (and their families)		
	Client's Owners	-		
	Other internal supply-side categories (please specify)	Category	Case-Study	
		Users	Future employees	
Demand Side	Principal Contractors	Construction companies		
		Architects, planners		
		Consultants		
	First Tier Contractors	nA		Will cooperation in different service areas
		nA		
	Professional Services Providers	nA		
	Other internal supply-side categories (please specify)			

MEGAPROJECT Stakeholder Identification (External)

	Stakeholder Category	Case-Study		Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)
Public	Regulatory Agencies	Licensing authority, municipality of Vienna	MA 15, MA 40, MA 37 etc.	High inspection effort
	Local Government	Municipality of Vienna		
	National Government	Austria government		
Other internal supply-side categories (please specify)	Category	Case-study	Get new services or are closed	
	Other hospitals	Semmelweis, Gersthof, Hietzing, Otto-Wagner, Floridsdorf		
Private	Local residents	Inhabitants of the 21 district of Vienna		
	Local Landowners	-		
	Environmentalists	None apparent - offshore		
	Conservationists	None apparent – offshore		
	Archaeologists	n/a		
	Other External Private stakeholders (please specify)	Category	Casestudy	
Social organization		Red noses		

MEGAPROJECT Stakeholder Relationship Maps



MEGAPROJECT External Stakeholder Attitude Analysis

External Stakeholder	External Stakeholder's Attitude to this Project	External Stakeholder's Influence on project	Impact of Project on External Stakeholder

MEGAPROJECT Project Management

Project Organisation

Client Project Team Size & Structure	Project Team of the Vienna Hospital Association: about <u>20</u> people Architects, planners and consultants Construction companies
Contractor Project Team Size and Structure	
Sub-Contractor Project Team Involvement	

Project Tools and Techniques

Please ✓ if present, x if absent , leave blank if unknown

Life-Cycle Costing Approaches

Project Management Software

Lessons Learnt Transfers

Stakeholder Involvement

Relationship Management Tools

Team Building Tools

Building Information Modelling (BIM)

Project Knowledge Management Tools

Competency framework

Other Tools and Techniques or More Information

Project Processes

Risk Management Processes ²⁹	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>
HR Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>
Procurement Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> <i>Green Procurement</i> ₅
Integration Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>
Scope Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>
Time Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>
Cost Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>
Quality management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>
Communications Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input checked="" type="checkbox"/>

MEGAPROJECT Project Performance

Aspects of Performance Concerned with Doing the Project Right

	Original Targets and changes to targets	Actual Achievements Against Targets
Performance relating to time	The project started in 2007. The hospital will start operations in 2015.	No delay
Performance relating to cost	Ok	-
Performance related to specification	-	-

Aspects of Performance Concerned with Doing the Right Project

Stakeholder	Original Aims of Project Involvement and Changes to these Aims	Achievement of these Aims
Municipality of Vienna	Ok	Stronger involvement in project team
Vienna Hospital Association	ok	

MEGAPROJECT Project Environment

Legal and Regulatory Environment

Legal and Regulatory Project Environment (regionally, nationally and Europe wide)	<p>The Vienna Hospital Association is responsible for all public hospitals in Vienna. It is a public organisation and strongly connected to the municipality of Vienna. The VHA invests 2 million € per year in Viennese hospitals. The organisation is also responsible for medicine and administrative staff but also for patients. The VHA is very interested in sustainable development and developed the sustainability charta for the hospital north.</p> <p>The hospital north is party founded by the European investment bank. Thus the project has to consider sustainable development parts e.g. co² emission.</p>
Specific Legal and Regulatory events impacting on the project	<p>The sustainability charta was developed from the VHA in cooperation with the municipality of Vienna. In Vienna different regulations e.g. green procurement exist. The projects needs to consider all local regulations.</p> <p>The VHA reports to the municipality of Vienna.</p>

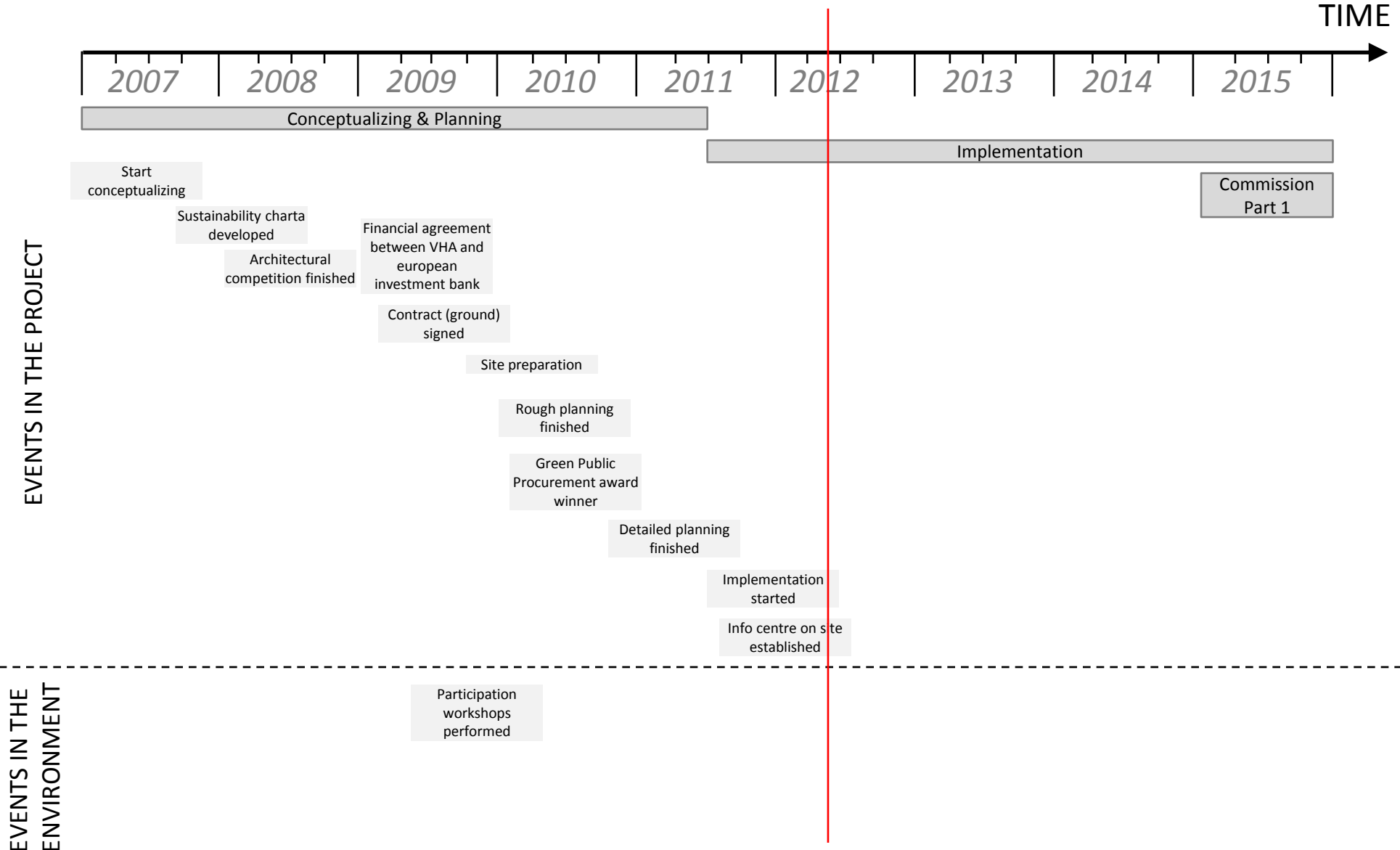
Economic Environment

Economic Project Environment	-
Specific Economic Events impacting on the project	None identified

Political Environment

Political Project Environment	As the hospital north is a public hospital all political parties are very interested in the project.
Specific Political Events impacting on the project	None Identified

MEGAPROJECT Project Key Events and Activities Timeline



1. Vienna Hospital Association – Hospital North: <http://www.wienkav.at/kav/khn-pm/ZeigeText.asp?ID=39187>
2. Sustainability Charta: <http://www.wienkav.at/kav/khn-pm/ZeigeText.asp?ID=39189>
3. Vienna Hospital Association <http://www.wienkav.at/kav/>
4. Red-noses organization <http://www.rednoses.eu/>
5. GPP case study http://ec.europa.eu/environment/gpp/case_en.htm