



COGENCE Alliance

Owners + Architects + Engineers + Contractors

Inspire. Educate. Unite.



Mission + Purpose

Cogence *(Latin)*

“To drive together” or “Thinking that is well organized”

The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.

For more information visit us at www.cogence.org

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Stronger Together: Navigating Economic Shifts Through Collaboration

The Ohio State Wexner Medical Center

- **Ragan Fallang**, Executive Project Manager at The Ohio State University, Facilities, Design and Construction
- **Philip Spittler**, VP at The Walsh Group
- **Nigel Carter**, VP & Project Executive at Turner Construction



THE OHIO STATE UNIVERSITY



Turner



New Inpatient Hospital

Project Overview

May 15, 2025



Project Overview

- **Duration: 7-year project**
- **Delivery Model: Joint Venture between Turner Construction and The Walsh Group**
- **Client: The Ohio State University**
- **Scope: Large-scale inpatient tower, integrating with existing facilities**



New Tower Program – The Basics

- 1.85 million GSF
- 24 stories
- 820 Adult Beds + 51 NICU bassinets
- 24 UH Operating Rooms (Opening with 18 + 6 late 2026)
- 6 UH Interventional Radiology suites + CT + Ultrasound
- 4 James Interventional Radiology suites + CT + Ultrasound (Equipment shelled until Pre/Post built out on James 5)
- 3 Endoscopy rooms/2 Bronchoscopy rooms
- Imaging services to support IP Tower
- Satellite support departments to service the IP Tower
- New kitchen facilities



— Fun Facts

- Total Building Height of 410 ft, 2 ft taller than the Borden Building, making it the 10th tallest building in Columbus, OH or more than ten times taller than the video screen in the Ohio Stadium scoreboard.
- At peak times there were 1,200 workers a day during construction. This is just a little less than the number of students living in Lincoln and Morrill Towers
- Within the building will be 50 Elevators. Only 7 less than the Burj Khalifa in Dubai with 57 elevators, which is the tallest building in the world!
- 15,000 tons of total steel super structure. This tonnage of steel is 2 times more steel than the structure of the Eiffel tower.
- 10,000,000 LF of electrical wiring equating to 1,893 total miles of wiring. Enough wiring to run from Columbus, Ohio to Glendale, Arizona home of the Buckeyes 2002 College Football National Championship victory!
- 75,000 CY of concrete. This cubic yardage is almost double the amount of concrete used in the original Ohio Stadium construction.



Key Themes & Takeaways

High-Performing Team & Culture

- Strong emphasis on team culture, noticed even by building inspectors.
- Two-tier leadership structure aligned with trades.
- Scope teams matched with design partners for better coordination.
- Owner involvement was high and participatory, a shift from previous projects.



Key Themes & Takeaways

Preconstruction Innovation

- Early planning and collaborative preconstruction approach.
- Used CMA services during owner programming, separate from CMR services.
- Design and estimating were tightly integrated to validate phase transitions.



Key Themes & Takeaways

Communication & Collaboration

- Hybrid meetings were used, but in-person meetings were essential early on.
- Rotated staff every 18 months to avoid silos and maintain fresh perspectives.
- OAC meetings were structured: 8 component teams met bi-monthly, alternating with full project meetings.
- Rules for meetings: must be for decisions, informing, or gathering info.



Key Themes & Takeaways

Leadership & Flexibility

- Leadership was responsive to changing conditions.
- Emphasis on early involvement, risk management, and constructability reviews.
- Used tools like risk logs, cost trending, long-lead item tracking, and peer reviews.



Key Themes & Takeaways

Scheduling & Budgeting

- Focused on lead times, material/equipment availability, and permitting.
- Monthly planning: “What 10 things must happen this month to meet the end goal?”
- Multiple cost-cutting rounds (e.g., finding \$100M in savings).



Key Themes & Takeaways

Prefabrication & Labor Strategy

- Prefab seen as a solution to labor shortages.
- Early trade partner involvement was crucial.
- Coordination with design partners was key to successful prefab implementation.



Key Themes & Takeaways

Lessons Learned

- **Project 1 served as a pilot for CMR delivery in the state.**
- **Team selection based on cultural fit and individual interviews.**
- **Consistent leadership and clear communication were vital for success.**
- **Adaptability in communication styles to match workforce diversity.**

Thank you for participating!




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